

إقرار

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## **The Impact of Bureaucracy on Public Service Delivery from the Public Servant's Perspective Case Study on Land Authority in Gaza Strip**

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**THE IMPACT OF BUREAUCRACY ON PUBLIC  
SERVICE DELIVERY FROM THE PUBLIC  
SERVANT'S PERSPECTIVE**

( Case Study on Land Authority in Gaza strip)

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## نتيجة الحكم على أطروحة ماجستير

بناءً على موافقة شئون البحث العلمي والدراسات العليا بالجامعة الإسلامية بغزة على تشكيل لجنة الحكم على أطروحة الباحث/ سعيد زياد سعيد عبد المنعم لنيل درجة الماجستير في كلية التجارة/ قسم إدارة الأعمال وموضوعها:

### The Impact of Bureaucracy on Public Service Delivery from the Public Servant's Perspective Case Study on Land Authority in Gaza Strip

وبعد المناقشة التي تمت اليوم الأحد 08 صفر 1436 هـ، الموافق 2014/11/30م الساعة الواحدة ظهراً، اجتمعت لجنة الحكم على الأطروحة والمكونة من:

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وبعد المداولة أوصت اللجنة بمنح الباحث درجة الماجستير في كلية التجارة/ قسم إدارة الأعمال.

واللجنة إذ تمنحه هذه الدرجة فإنها توصيه بتقوى الله ولزوم طاعته وأن يسخر علمه في خدمة دينه ووطنه.

والله ولي التوفيق ،،

مساعد نائب الرئيس للبحث العلمي و للدراسات العليا

د. فؤاد علي العاجز  
أ.د. فؤاد علي العاجز



## **Deduction**

*Your art is what you do when no one can tell you exactly how to do it. Your art is the act of taking personal responsibility, challenging the status quo, and changing the world.*

This work is dedicated for those heroes who are still struggling to make the world a better place.

## **Abstract**

This study aims to assess the bureaucratic barriers to public service delivery in public organizations, because these barriers make these organizations uncompetitive in the fast changing world. It ends by making recommendations to public organizations to make their services competitive. Because of the importance of the service delivery and its impact on the functioning of the administrative process, the study aims to come up with recommendations which contribute to enhance the service delivery in governmental institutions in Gaza strip.

The population of this study is the public employees in the authority of territories in Gaza. The research has focused on the staff who have a direct communication with people, these employees exist in three places in the authority of territories (the impact of bureaucracy on public service delivery From the Public Servant Perspective) because it discussed bureaucracy on public service delivery from the perspective of public servants. A comprehensive survey method was used to apply this study on the authority of territories in Gaza, in which this population consists of (68) employees we take (66) employee of them who have a direct deal with people to apply our study.

### **The study results are:**

- Palestinian Government is advised to establish a written service delivery policy to develop the relationship with citizens.
- Palestinian Government should enhance those departments that have a direct contact with citizens and involve them in developing its strategies.
- Palestinian Government should reconsider the series of procedures for service delivery operations to become more easily and less complicate .
- Palestinian Government should conduct periodic review on the needs and desires of citizens.
- The implementation of effective service delivery should be reviewed independently on regular basis in order to provide assurance that organizational practices properly reflect the policy, and that it is feasible and effective.
- All employees of the institution should receive appropriate training of effective service delivery.

## ملخص الدراسة

هدفت الدراسة إلى تقييم عوائق البيروقراطية في عملية تقديم الخدمات العامة في مؤسسات القطاع العام، لأن هذه العوائق تجعل هذه المؤسسات غير قادرة على المنافسة في هذا السوق الاستهلاكي المتغير بسرعة. انتهت الدراسة بتقديم توصيات إلى المؤسسات العامة لجعل خدماتها أكثر منافسة.

وقد استخدمت هذه الدراسة المنهج الوصفي التحليلي الذي يحاول وصف وتقييم دور البيروقراطية في تقديم الخدمات العامة في المؤسسات الحكومية في غزة، واستخدم استبيان لقياس متغيرات الدراسة، ركزت الدراسة على الموظفين الذين لديهم اتصال مباشر مع المواطنين، ويتركز وجود هؤلاء الموظفين في ثلاثة إدارات في سلطة الأراضي. تم استخدام أسلوب المسح الشامل لتطبيق هذه الدراسة على سلطة الأراضي في قطاع غزة، والتي تتكون من (68) موظفا طبقنا الاستبيان على (66) موظف منهم الذين لديهم تعامل مباشر مع الناس لتطبيق دراستنا.

### نتائج الدراسة:

- ينصح الباحث الحكومة الفلسطينية بوضع سياسة مكتوبة لعملية تقديم الخدمات لتطوير العلاقة مع المواطنين.
- يجب على الحكومة الفلسطينية أن تعزز تلك الإدارات التي لها تماس مباشر مع المواطنين وإشراكهم في تطوير استراتيجياتها.
- يجب على الحكومة الفلسطينية إعادة النظر في سلسلة من إجراءات وعمليات تقديم الخدمات لتصبح أكثر سهولة وأقل تعقيدا.
- يجب على الحكومة الفلسطينية الاستعراض الدوري لاحتياجات ورغبات المواطنين.
- يجب أن يعاد النظر في تنفيذ عمليات وإجراءات تقديم الخدمات بشكل مستقل على أساس منتظم من أجل توفير ضمانات بأن الممارسات التنظيمية تسير على النحو الملائم.
- جميع العاملين في المؤسسة يجب أن يتلقوا التدريب المناسب لتقديم خدمات فعالة.

Abstract

Arabic Abstract

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# **CHAPTER (1)**

**1.1 Background to the Study**

**1.2 Research Problem**

**1.3 Research purpose**

**1.4 Research Importance**

**1.5 Research Objectives**

**1.6 Research Hypothesis**

**1.7 Research Variables**

## **1.1 Background to the Study:**

‘The public sector is, collectively, the world’s largest service provider. Any incremental improvement in public services positively impacts millions of people. The first step to ‘delivering the customer promise’ is to know your customers and their needs’ (Wim Oosterom 2010).

In contemporary government, particularly in industrialized societies and recently in developing countries, the growth of public sector or government is an essential feature, but it’s too difficult to measure the growth of government. In this situation economists can still gain insight into the changes that have occurred in the role of government by examining figures for public expenditure may be most visible portions of governmental activity. (Peter, 1989) The number of public organization has been increased significantly organizations in most countries `during the post- war era.

There are many fundamental approaches to the growth of government exist relating to the growth of the public bureaucracy. Lastly, although there is no single cause for the growth of government, the public bureaucracy has become a more important institution.

From the very beginning. Writers on bureaucracy have mixed up its description and evaluation. Most of them have thought of bureaucracy as an evil. For example. The dictionary of the French Academy had accepted the word in 1798 and defined it as:

"Power, influence of the heads and staff governmental bureau ".

Bureaucracy is a concept in political science as well as sociology refers to the manner which the enforcement of legal rules and administrative implementation that socially organized. Bureaucracy is represented through standardized procedure represents which directs the execution of the processes provided with the formal division of powers, relationships, body and hierarchy. There are four structural concepts to all bureaucracy definitions: a well-defined hierarchy structure among offices, a clear division of administrative work among employees and bureaus, a clear

and stable recruitment system with consistent standards and formal and informal communications network (Panagiotis Grigoriou 2010).

However, despite the importance of government effectiveness for citizen welfare, the public administration literature is almost devoid of concrete evidence linking practices in civil service organizations to public goods outcomes (Goldfinch et al. 2012). At the same time, economic analyses of incentives in the public sector have largely focused either on the selection and motivation of politicians (Besley 2004, Gagliarducci and Nannicini 2013).

Public services differ substantially from private-sector services in a number of ways, the difference comes from the funded source where the public services are defined as those services which are mainly, or completely, funded by taxation and the private sector services are funded by the money of customers. According to that public services would include the following areas of public management: The health authorities, education, defense, justice/home affairs and noncommercial organizations. (Peter C. Humphreys 1998).

In private-sector business environment, a customer will continue to purchase and consume a given product or service depending on the level of satisfaction derived from such a product and affordability in terms of price. Thus, maintaining high quality in products or services is an essential factor for the survival and growth of both public and private sector organizations (Alornyeku, 2011).

Organizations all over the world are faced with the challenges of customer satisfaction and retention, which necessitate the application of series of management principles in order to remain in business. The need for quality service delivery appears to have been appreciated by businesses in the private sector. However, their counterparts in the public sector are not perturbed by the quality of services delivered and have for ages, remained unchanged, probably due to the fact that, public-sector organizations do not normally face the threat of competition by rivals providing similar services. This attitude gives bureaucracy a bad name, as evidenced by poor services offered by many of these public institutions. In order to win public

confidence and make expected socio-economic gains, governments have introduced administrative reforms in the public/ civil (Alornyeku 2011).

Merton (1957) mentions that excessive bureaucracy makes public organizations more arthritic and self-serving, less able to achieve their core missions, and less responsive to service users are; nepotism. It is characterized by red tapeism, excessive paper work, fear of innovation, poor customer service, duplication of working procedures, strict adherence to procedures, weak management practices, low morale, etc.

### **1.2 study problem:**

Research problem is determined by the detection of the role of public sector organizations in Gaza strip.

There seems to be a weakness and failure in the public sector institutions' administration and huge challenges of application. A powerful bureaucratic system without excessive to introduce a special service for citizens (Awad, 2014).

Through interviews with a number of citizens, researcher concluded that the governmental institutions suffer from the many problems.

### **Excessive bureaucratic practices are seen in the following:**

- Delay of clients and waste clients precious time and effort.
- Frustration of clients in their desire to invest.
- Payment of bribes or gifts or tips.
- Abandonment of service half stream.
- Provision of inadequate, incorrect and inefficient service.
- Discrimination of clients in service delivery.

The public organizations in Gaza strip have many problems in the administrative system where many of these institutions have a bad relations with citizens especially the Land Authority, this research will study the Public

Administration system for the registration of land and real estate, "Tabu" as the most important part of the land authority.

**The most important tasks carried out by the Tabu:**

- Keeping land records and related files.
- Conducting all transactions and restrictions on land, apartments and classes.
- Giving registration certificates and property in accordance with the restrictions listed in the records.
- Transacting and mortgage consolidation and acquisitions.
- Registration excretion and retail transactions, standardization and aggregation properties.
- Collecting legal fees owed by the transaction

So the research question will be:

**1.3 Main Question:**

What is the impact of bureaucracy on public service delivery in the governmental institutions in Gaza strip?

- What are the bureaucratic challenges which citizens encounter in service delivery at the public organizations and to what extent does bureaucratic principles impact on service delivery to citizens?

**1.4 The Purpose of the Research:**

The study seeks to assess bureaucratic barriers to public service delivery in public organizations because the barriers make these organizations uncompetitive in the fast changing world. It ends by making recommendations to public organizations to make their services competitive.

**1.5 Importance**

The development of citizen's focus in the public sector in order to achieve a more responsive bureaucracy has become an emerging concern in many countries,

and indeed the provision of public goods and services has invariably become a critical issue in current reform efforts (Pinto, 1998:387). Service quality and better customer care attract important support (see Ranson and Stewart, 1994, and Gaster, 1995). As Holmes and Shand (1995:564) point out, establishing a service delivery orientation has become a widespread reform target, and an emphasis on customer or user support in the public sector is now part of an overall focus on performance and on achieving a more responsive public sector.

**So the importance of my research is summarized in these points:**

- Analyzing the ways to improve service delivery in the public organizations in Gaza strip.
- Improving the work to emphasize the citizen as customer.
- Finding the problems of using the bureaucratic systems and try to introduce Solutions.
- Finding alternatives for excessive bureaucracy and unnecessary administrative processes.

### **1.6 Objectives**

The objectives of this study are to:

- Identify bureaucratic bottlenecks that hinder public service delivery in public organizations.
- Determine the impact of excessive bureaucracy on citizens.
- Find ways and means by which bureaucracy can be harmonized to improve public service delivery to the citizens.

### **1.7 Research hypothesis**

Main hypothesis:

- There is a significant impact at  $\alpha \leq 0.05$  level of the level of applied bureaucracy and the level of service delivery to citizens.

### **Main hypothesis:**

- There is a significant impact at  $\alpha \leq 0.05$  level of the formal hierarchical structure and the level of service delivery to citizens.
- There is a significant impact at  $\alpha \leq 0.05$  level of Management by rules and the level of service delivery to citizens.
- There is a significant impact at  $\alpha \leq 0.05$  level of Organization by functional specialty and the level of service delivery to citizens.
- There is a significant impact at  $\alpha \leq 0.05$  level of Technical competence of Bureaucrats and the level of service delivery to citizens.
- There is a significant impact at  $\alpha \leq 0.05$  level of complete absence of misuse of power & authority and the level of service delivery to citizens.
- There is a significant impact at  $\alpha \leq 0.05$  level of formal & informal communication within the office and the level of service delivery to citizens.
- There is a significant differences among respondents at  $\alpha \leq 0.05$  level towered the impact of bureaucracy on public service delivery From the Public Servant Perspective due to personal traits.

### **1.8 Research Variables:**

#### **Dependent variable:**

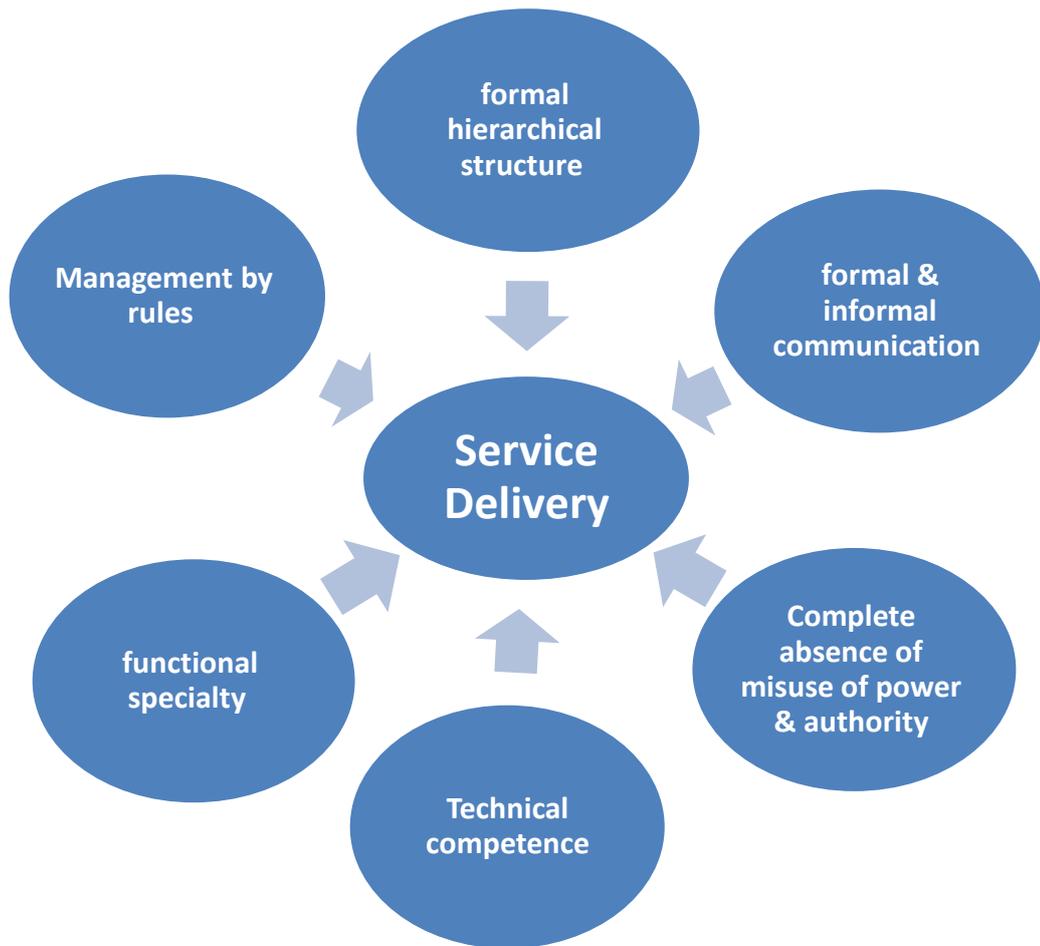
The dependent variable is service delivery in the Governmental institutions in Gaza.

#### **Independent Variables:**

The independent variables are the fields of bureaucracy according to Max Weber model, which are:

- Clarity of Organizational Structure
- Job specialization
- Management by roles
- Technical competence of employees
- Misuse of Power absence
- Formal and informal communications in the organization

**Figure (1) :** The relationship between dependent variable (bureaucracy effects on service delivery) and independent variable (the fields of bureaucracy).



## **CHAPTER (2)**

### **Bureaucracy & Service Delivery**

#### **Section 1: bureaucracy**

**2.1.1 Forward**

**2.1.2 The concept of bureaucracy**

**2.1.3 The Dynamics of Bureaus: Their Life Cycle**

**2.1.4 Weber on bureaucracy**

**2.1.5 The bureaucratic form**

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**2.1.10 Bureaucracy & Authority**

**2.1.11 Public administration: from a bureaucratic culture to a citizen- oriented culture**

2.1.12 Criticisms of Bureaucracy

2.1.13 Properties of non-bureaucratic organizations

## Section I

### BUREAUCRACY

#### Concepts, Models, Resources & Criticisms

##### 2.1.1 Forward

"The terms *bureaucrat*, *bureaucratic*, and *bureaucracy* are clearly invectives. Nobody calls himself a bureaucrat or his own methods of management bureaucratic. These words are always applied with an opprobrious connotation. They always imply a disparaging criticism of persons, institutions, or procedures. Nobody doubts that bureaucracy is thoroughly bad and that it should not exist in a perfect world." (Luweig Von Mises 1944).

Despite of the historical background of bureaucracy in both Asia and Europe, it is a significant and characteristic institution in nowadays societies. Various science fields have conducted studies on it as management scientists, political scientist's economists and sociologist, so it can be examined in many different viewpoints (Asuman Altay 1999).

"Public resources allocation would be possible without the existence of bureaucracy. Budgetary provision of goods and services implies a structure of bureaus making and implementing decisions as to which goods and services are to be supplied, in what amounts and to which groups of citizens and customers." (Lane 1987).

##### 2.1.2 The concept of bureaucracy:

The word "bureaucracy" was obviously generated in France 1764, a lot of literatures have been produced after it became an attention to sociologists, so they define it in various ways (Albrow 1970).

From the very beginning. Writers on bureaucracy have mixed up its description and evaluation. Most of them have thought of bureaucracy as an evil. For example. The dictionary of the French Academy had accepted the word in 1798 and defined it as:

"Power, influence of the heads and staff governmental bureau ".

The New Oxford Dictionary defines bureaucrat as:

"An official in a government department, in particular one perceived as being Concerned with procedural correctness at the expense of people's needs."

It defines bureaucracy as:

- A system of government in which most of the important decisions are made by officials rather than by elected representatives.
- A state or organization governed or managed according to such a system.
- The officials in such a system, considered as a group or hierarchy.
- Excessively complicated administrative procedure, seen as characteristic of such a system.

A German Dictionary of 1813. Defined it as:

"The authority or power which various government departments and their branches arrogate to themselves over their fellow citizens" (Alrow 1970, p: 17).

Bureaucracy is a concept in political science as well as sociology refers to the manner which the enforcement of legal rules and administrative implementation that socially organized. Bureaucracy is represented through standardized procedure represents which directs the execution of the processes provided with the formal division of powers, relationships, body and hierarchy. There are four structural concepts to all bureaucracy definitions: a well-defined hierarchy structure among offices, a clear division of administrative work among employees and bureaus, a clear and stable recruitment system with consistent standards and formal and informal communications network (Panagiotis Grigoriou 2010).

Martin Albrow (Albrow 1970) notes that bureaucracy definition of the term full into seven categories:

- Rational Organization.
- Organizational efficiency.
- Rule by officials.

- Public Administration.
- Administration by officials, either the public or private sector.
- An organization form characterized by such qualities as hierarchy and rules and.
- An essential quality of modern society.

Donald P. Warwick's approach (Warwick 1975) comes close to Albrow's sixth point an organization form. For present purposes, the distinctive characteristics of bureaucracy can be listed as follows:

- A hierarchical structure, involving the delegation of authority from the top to the bottom of an organization.
- A series of official positions or offices, each having prescribed duties and responsibilities.
- Formal rules, regulations and standards government on a career basis, with promotions based on qualifications and performance.
- Technically qualified personal employed on a career basis, with promotions based on qualifications and performance.

M. Weber indicates the major characteristics of the “Ideal type “of bureaucracy as listed above and were illustrated by numerous writers. The concept of bureaucracy must be explained with the various fields of study to comprehend it, for that it has several definitions with different point of views (Beetham 1987).

### **2.1.3 The Dynamics of Bureaus: Their Life Cycle:**

How Bureaus Come into Being,

Not everyone has the ability to create new bureau, just persons who actually enthusiastic with a passion about a certain idea and seeking adequate support for it to get it started. Promoting new ideas in modern societies tend to appear spontaneously in every institution or group, like theory of cosmological creation. However, only enthusiastic person with receptive environment for his idea succeeds to create a bureau , because they serve a useful function for great number of persons , or few people with considerable resources , therefore favorable exogenous conditions is absolutely necessary for new bureaus . Nonetheless they normally perform the equally

critical role of proposing new ideas with strenuous effort to gather support for them (Anthony Downs 1964).

#### **2.1.4 Weber on Bureaucracy**

Many sociologists have taken the work of Max Weber (1864-1920) – the most famous sociological writer on bureaucracy and who have used the term “bureaucracy” – as a starting point, beside that the whole modern discussion accepts his characterization of bureaucracy, His works include Rational Efficient Organization. in spite of the fact that political scientists define “bureaucracy “ as administration of the state , economist use it for describing non-market organization (Meyer, 1985).

Max Weber is the most significant proponent of bureaucracy , he consider it as technically superior to all types of organization , for this reason it’s absolutely necessary to large, complex enterprises (R. Bendix 1996).

Sociology of Weber vary from others of his time in that it is not “descriptive” but rather what Mises refers to as “General Sociology” that “approaches historical experience from a more nearly universal point of view than that of the other branches of history” (William P. Anderson 2004).

Therefore, Weber was deeply imbedded in historicism, opposed “to all general schemes,” and refused to “explain in causal terms.” (Mises 1988) Weber was “deluded” by historicism’s error according to Mises notes too. These characteristic identify Weber as a “historical relativist,” incapable to offer universal laws of human action, and incorrect subdividing that action into types that contradict and interfere (William P. Anderson 2004).

Weber considers the endpoint of the development of social structure from more traditional to more rationalistic bases of social order is bureaucracy. The bureaucratic and Bureaucracy order are inescapable.

He takes great pain to achieve a result on this point, noting it over and over as he characterize the substantial nature and bureaucracy’s structure. Bureaucracies are distinguished by a hierarchical pyramid of power, with every level assigned distinctive jurisdictional areas, moreover all of them are governed by rational rules or policies .Managers responsibilities are not restricted to working hours, but they have

to make full commitment, also they are usually qualified credentials by having particular training for their bureaus and manage their affairs via written documents and files, finally it's permanent. In point of fact Weber describes bureaucracies as "indestructible", he adds occupying forces that frequently employ the existing bureaucracy to their own ends as well, and the country continues to perform as smoothly as before while oftentimes they replace conquered bureaucrats with conquering bureaucrats. This is the power of bureaucracy (Weber, *Economy and Society* 1968).

This threat was one of Weber's greatest fears, as shown in his political writings. In his 1918 lecture on socialism, Weber quipped:

"It is the dictatorship of the official, not that of the worker, which, for the present at any rate, is on the advance." (William P. Anderson 2004).

**Faced with such a future, Weber offers three questions that must be asked:**

- How can this momentum be stopped and freedom of occupational movement salvaged?
- How can bureaucrats and their power be limited (especially, can democracy, which has a natural affinity with bureaucracy, protect itself against it)? And, most important to Weber.
- How can political leadership transcend bureaucracy and stop its advance? (Weber, *Parliament and Government in Germany*).

By answering the last question, Weber responds to other questions. He entrusts his hopes for protection upon two other "types" of leaders: the entrepreneur and the politician (Max Weber, *Politics as a Vocation* 1946).

They could restore freedom and test bureaucracy's reach. The entrepreneur is contrary type to the bureaucrat . While the bureaucrat is reluctant to take risks and focus upon order, the entrepreneur takes high risks, and his expertise is another source of power and knowledge to the bureaucrats. The politician may not held accountable to the bureaucrats, he is accountable to citizens, and might appeal to the legislative

body for political support that counters bureaucratic power (William P. Anderson 2004).

### **2.1.5 The bureaucratic form:**

In the 1930s, Weber wrote a rationale described the bureaucratic form as the perfect manner of organizing government bodies. The use and form of bureaucratic spread all the way through private and public sectors. Though writings of Weber have been vastly discredited, the bureaucratic form remains (Kenneth B. Johnston, 1993).

Weber set forth some traits in his well-known essay on bureaucracy which regarded as essential to bureaus (Girth & Mills 1962) these included extensive use of rules , the employment of specialists on a career basis, hierarchical organization and impersonality of procedure.

Weber identified three key features of bureaucratic organizations.

- Bureaucracies had a formal and unambiguous hierarchical structure of power and authority.
- Bureaucracies had an elaborate, rationally derived and systematic division of labor.
- Bureaucracies were governed by a set of general, formal, explicit, exhaustive and largely stable rules that were impersonally applied in decision making.

Moreover, all decisions and communications were recorded in permanent files and such records were used to refine existing rules and derive new ones (Aby Jain 2004).

**According to Kenneth B. Johnston, 1993,,**

**The bureaucratic form has six major principles:**

- A formal hierarchical structure:

Each level controls the level below and is controlled by the level above.

A formal hierarchy is the basis of central planning and centralized decision making.

- Management by rules:

Controlling by rules allows decisions made at high levels to be executed consistently by all lower levels.

- 3. Organization by functional specialty:  
Work is to be done by specialists, and people are organized into units based on the type of work they do or skills they have.
- 4. An "up-focused" or "in-focused" mission:  
If the mission is described as "up-focused," then the organization's purpose is to serve the stockholders, the board, or whatever agency empowered it. If the mission is to serve the organization itself, and those within it, e.g., to produce high profits, to gain market share, or to produce a cash stream, then the mission is described as "in-focused".
- 5. Purposely impersonal:  
The idea is to treat all employees equally and customers equally, and not be influenced by individual differences.
- 6. Employment based on technical qualifications:  
(There may also be protection from arbitrary dismissal).  
(Kenneth B. Johnston 1993).

**The major benefits promised by the bureaucratic form :**( Kenneth B. Johnston, 1993).

- Hierarchical authority promises control and responsibility.  
According to organizational design theory, the top executive would have control over the entire organization, and the outside world would know whom to hold responsible. "The captain of the ship is responsible for whatever happens on or to the ship".  
The world of government and business are so different than the early days of bureaucracy in the 1920s and 1930s, Today's industrialized countries were turn from agrarian societies into industrial societies. Before industrialization, organizations tended to be smaller, experience and education had not been so available, and management skills were rarely required, except for the very top.

Small number of organization members should be authorized with the power of resolving conflicts and vested with the "superior" authority implied by the concept of

hierarchy. Because the latest type of conflict that especially likely in an organization whose members have different technical specialties, as is true of most bureaus. Such conflicts can concern either behavior patterns or resource – allocation or both. So as to achieve at least the lowest co-ordination of its varied parts necessary for effective active, a bureau must have some mechanism for resolving these conflicts by enforcing a particular level of consistency upon the behavior of its members. Equal –authority mechanisms for making such choices, such as majority voting, are extremely inefficient for arriving at consistent day-to-day behavior patterns. As the organization grows larger and larger, even more superior layers of authority must be created to settle conflicts among the lower-level conflict – settlers themselves. Hence a multi – level hierarchy of authority is implicit in large co -ordinated organization (Anthony Downs, 1964).

Another benefit from the hierarchical structure is the need for sufficient communications, such a communications hierarchy implies very different types of knowledge at different levels, and all bureaus must have some form of hierarchical structure to function with even minimal co-ordination.

Two significant forms the hierarchy can take "tall" and "flat" hierarchies, tall hierarchies have with narrow spans of control but many levels but the flat hierarchies have with wide spans of control and few levels, many considerations should be taken when the organization choose which type of hierarchy like size and the conflict level in the organization.

Moreover, Weber completely neglected an important aspect of all organizations which has since been emphasized by many sociologists: the informal structures of authority and communication inevitable in any co-operating group of human beings (Selznick, 1948).

- Management by rules promises control and consistency

If the entire organization was managed by rules, then top management could be sure that the organization would be controlled by their decisions. And, top executive could decide how things would be done, and forever after they would be done that way.

The top management could be sure that no arbitrary "judgment" was introduced into the operation to make things inconsistent. The top executive could decide how things would be done, and forever after they would be done that way.

- Specialization of sub-units promised accountability, control and expertise.

If specialists were in charge of each function of the organization, then top management could be certain that an educated or trained person was responsible for that function. In addition, top management could be reasonably certain that the people handling that function were expert in that function. Both of these benefits promised more certain control and effectiveness.

Prior to the twentieth century, people were given responsibility for managing most often because of their wealth, class or family—not necessarily because they were trained or skilled. So, having specialists handle functions seemed like a big improvement over having people manage things because they were the boss's son, or the family had contacts.

- Being impersonal promises objectivity, consistency and equality.

The theory suggests that if you wipe out the human elements of the business Transaction, and focus only on the "business" side, that you could be sure that no customer or citizen was treated better or worse than another. If you treat everyone identically, as though they had no individual differences, then you could ensure fairness through equal treatment. You could also ensure consistency.

This was highly valued in those days because many people felt they didn't get treated equally with those of wealth, power or position. In the various European and North American cultures of the early twentieth century, customers were not always treated equally by businesses, and citizens were not treated equally by government. Bureaucracy promised fairness and equality.

- Employment based on technical qualifications promises equal opportunity, and protection from arbitrary dismissal promises job security to those who can pass a test and follow the rules.

Equal opportunity meant that a middle class educated person had the same opportunity of entry into government as an upper class or wealthy person. That was highly valued in an era when government tended to be controlled or dominated by those with money, power or position.

Job security was little known in the early twentieth century, but highly valued and highly prized. Bureaucracy promised protection against arbitrary dismissal. People with wealth, power or position exerted powerful control over businesses and government. Workers were subject to arbitrary dismissal if they offended the wrong people.

### **Summary**

The bureaucratic form evolved in a different era, and promised to solve different problems than those that exist today.

### **These benefits summarized as follows:**

- Hierarchy in organizations is characterized by downward delegation of authority. Each superior exercises control over his subordinates, the manager or the supervisor cannot dissociate himself from the acts of his subordinates. Hence, he must be accountable for the acts of his subordinates.
- Division of Work and Rules and Regulations the Division of Work: There is division of work on basis of specialization of jobs in bureaucratic organizations. Each employee performs his specialized work in a predictable manner, Rules and Regulations: Detailed rules and regulations regarding work behavior, rights and duties of employee are laid down. Rules are designed to ensure the consistency in work performance.

- Technical Competence: Selection and promotion of employees are based on the technical competence of employees. Training is also provided to familiarize the employees with the rules and administrative procedures of the organization.
- Impersonal Relations: Superiors are formal in dealings with their subordinates.

According to Anthony Downs (1964), an organization is a bureau if and only if possesses the four primary characteristics listed below:

- Full- time workers who depend upon their employment in the organization for most of their incomes are the vast majority of employees.
- It is large that means the highest-ranking members know less than half of all the members in person.
- The initial hiring of staff , their retention therein are at least theoretically based upon some type of assessment of the way in which they have performed or expected to perform their organizational roles, rather than upon either (a) periodic election by some outside constituency or (b) ascribed characteristics (like social class , race or religion).

The foregoing characteristics contribute value elements to the particular nature of bureaus. Large size means that bureaus must make relatively impersonal internal relationships, and are faced with substantial administrative problems. Full time employment implies that members of bureau are seriously committed to their jobs, furthermore it means that the bureau must compete for their superiors for promotion, rather than upon some outside constituency. That policies also imply that bureau members are motivated to shape their behaviors in order to seek promotions because preferment is not dependent upon innate characteristics as social caste, sex or religion but upon their performance. Non-market orientation means that large profit-making organizations (such as General Motors) are not bureaus, even parts of such organizations (such as the public relations department of Chevrolet) can be bureaus if their specific outputs cannot be evaluated in a market , in addition bureaus are unable to use the objective monetary measure of profitability to evaluate the undertaking activities. The Soviet central planning agency , the University of California , the

Roman Catholic Church (except for the Pope, who is elected), the U.S. State Department, the Chinese Communist army., the New York Port Authority are typical examples of bureaus covered by the theory .

Bureaucrats are not anyone who just work for bureaus, more accurately they are any person who (1) works for a large organization; (2) receives a money income from that organization which constitutes a major part of his total income; (3) is hired, promoted, and retained mainly on the basis of his role performance; and (4) produces outputs which cannot be evaluated on market. According to this definition a person can be bureaucrat even if he works for a non-bureaucratic organization (such as Roebuck, Sears and company) as long as his own output cannot be evaluated on a market (even though the value of his inputs can be so evaluated) , however , since it's regarded as an insult , I will use “ official” to describe that kind of persons .

### **2.1.7 Models of Bureaucracy**

A model of bureaucracy which to provide a definitional test, to set a normative standard, to develop an explanatory framework (Beetham 1987).

- A Normative Model:

Normative model intend to prescribe, what are the needed conditions for organizational efficiency or effectiveness, and to explore bureaucracy in general or particular if it is able to satisfy these conditions. It answer the question; how efficient is a bureaucracy?

- An Explanatory Model:

Explanatory model seeks a framework for explaining the manner bureaucracy's function in practice, and why they do, for the formation and explaining the way bureaucracies function in practice. And why they do, for the formation and execution of policy. It answers the question; why do bureaucracies function as they do?.

- Definitional Model of Bureaucracy:

Definitional Model of Bureaucracy is concerned to specify the criteria which determine what is to count a bureaucracy, and what is not. It answer the question; how do we recognize a bureaucracy when we see one?.

Two distinguished approaches to bureaucracy may be modeled and identified as the following:

- The Organizational Theory of Bureaucracy.
- Public choice Theory of Bureaucracy.

### **2.1.8 Bureaucratic management:**

Bureaucratic management is the management in strict accordance with the budget and the law. It's not for the judges and the personnel of the administration to ask what should be done for the public welfare and how to spend the public funds. It is the duty of the sovereign, the people, and their representatives. The various branches of the administration, the courts, the army, and the navy to implement law and budget orders. Not they but the sovereign is policy-making (Luweig Von Mises 1944).

Bureaucratic management is management obligated to comply with regulations and detailed rules fixed by the authority of a superior body. The duty of the bureaucrat is to perform what these rules and regulations order him to do, with high restriction to act according to his own conviction. Business management or profit management is management operated by the profit motive and its goal is to make profit whereas success or failure to attain this goal can be ascertained by accounting for the whole business concern or any of its parts, it is feasible to decentralize management as well as accountability without jeopardizing the unity of operations and the attainment of their goal. Responsibility can be divided. It's not necessary to limit the discretion of subordinates by any regulations or rules other than that underlying all business activities, namely, to make their operations profitable (Luweig Von Mises 1944).

There is no market price for achievements in public administration which makes it absolutely necessary to operate public offices in accordance to principles completely different from those applied under the profit motive (Luweig Von Mises 1944).

Bureaucratic management is management of affairs that cannot be examined by economic calculation (Marshall E. Dimock 1959).

Bureaucracy is a set of regulations and administrative structure in organization to control (render effective, professionalize and rationalize) activities, usually in governments and large organizations (Marshall E. Dimock 1959).

Bureaucracy must take into consideration all forms of administrative governance and political, via any new behavior in power that is determined as a new expression for public action. Governance is of particular importance for this study for the reason that it focuses on the scope of European developments. European unification process does not refer to a classical state case study (Didier Georgakakis & Marine, 2007).

### **2.1.9 Public Sector and Bureaucracy:**

In contemporary government, particularly in industrialized societies and recently in developing countries, the growth of public sector or government is an essential feature, but it's too difficult to measure the growth of government. in this situation economists can still gain insight into the changes that have occurred in the role of government by examining figures for public expenditure may be most visible portions of governmental activity.(Peter, 1989) The number of public organization has been increased significantly organizations in most countries `during the post- war era.

There are many fundamental approaches to the growth of government exist relating to the growth of the public bureaucracy. Lastly, although there is no single cause for the growth of government, the public bureaucracy has become a more important institution.

### **2.1.10 the Politics of Bureaucracy**

"Bureaucracies have the information and expertise that contemporary governments require for effective policy making. But bureaucracy may be capable of supplying government, but unlike political parties that supply by "directionless consensus ", government supplied by bureaucracy may be government by non-consensual directly" (Peter, 1989, p: 194-195).

The public bureaucracy is a reason behind public expenditure and government growth generally according to some Public Choice Economists, Once of the numerous stereotypes of the public bureaucracy is expansive set of bureaucracy. that view is- as mentioned before- expressed in William Niskanen works .(William Niskanen,2003) The Public Bureaucracy role in policy making and the dynamics of the budget process are both extremely complex and delicate to be presented by any such simplistic model.

### **2.1.11 the Resources of Bureaucracy**

Number of definitions pointed out on the resources of bureaucracy in the literature as the following.

- Political Supporters; Political organizations have their political supporters in making claims for policy autonomy or for funding.
- Information and Expertise; the first and perhaps the most important resource of the bureaucracy is centered in bureaucratic agencies.
- Power of Decision; the power of decision is the second power at the service of the bureaucracy. Public bureaucracy seems a model of efficiency in comparison with many political organization, particularly legislative institutions. (Gouldner, 1955,p:496-507) Bureaucracies are in place to act more rapidly than legislatures on several issues.
- The public service ethos is considered as a value as well as representing values.

It is valued for providing team spirit, a feeling of close friendship among public employees: a sense of continuity, collegiality and unity. The public service ethos is

the shaper of integrity and values and many values are associated with it (Caiden, 1981). As U.K Parliament (2001) when a person describes himself as a “public servant” it is testimony to the power of the ethos. However according to Gunn (1981), the topmost value is “the public interest” because the public administrator must also take into consideration the interests of those who is not adequately represented in the political process, in this way safeguarding social equity. Producing public services and goods involves consideration of side effects on public at larg. (Heffron, 1989; Beck Jørgensen et al., 1998).

The quality of the bureaucracy is a significant determinant of economic growth from the perspective of macroeconomic [Besley and Persson 2010]. Public services is a substantial share of all economic activity; government provided services are often mostly important, in social sectors like water, education and health. From a microeconomic perspective, elective public service delivery matters: program evaluations of micro-scale interventions are often partly motivated by the assumption that successful interventions can be faithfully expanded by governments (Rasul & Rogger 2013).

An important distinction of Public service provided from government is that the public expect more from bureaucracy, according to Frederickson and Hart (1985) , in addition to describing this ideal as the “patriotism of benevolence,” the main moral obligation in the country. Practically they perceive the importance to citizens they cared and loved by the bureaucracy as an extensive love of all people within our political boundaries and the imperative that they must be protected in all of the basic rights granted to them by enabling documents.” In 2001, Frederickson also called for a return to core values and practices within the public service. He identifies the capacity to love and care for as important personality characteristics for government employees.

The government organizations has a vary views which contribute to formulating a framework for investigating the differences. According to Hegel bureaucrats is like mediating between concrete situations and constitutional norms, the universal absorbing the particular, and concretizing universal norms, Shaw (1992).Nowadays, It’s called problem-solving activity in the interest of the public good , as Downs

(1965) explains, bureaucrats make crucial decisions that shape the political, moral, economic and social lives of almost every person on the planet. In modern era, however, the term “bureaucrat” is universally regarded as an insult (Downs, 1965). Colloquially, bureaucracy is a pathetic worker, red tape and over-controlling bosses (Alder, 1999). All of these are perceived as the product of formalized organization which stifle innovation while the dilemma is that an important motive of formalization is to protect the public’s interests. (Alder & Borys 1996).

#### **2.1.12 Bureaucracy & Authority:**

The New Oxford Dictionary defines ‘authority’ as.

“The power or right to give orders, make decisions, and enforce obedience; a person or organization having power or control in a particular, typically political or administrative, sphere; the power to influence others, esp. because of one’s commanding manner or one’s recognized knowledge about something”.

A new organizational form (i.e. bureaucracy) described by Max Weber’s Theory of Bureaucracy that Weber noticed had started emerging in Western society during the second half of the nineteenth century.

Leadership and authority were derived from a more ‘rational’ framework than was the case before. Formerly, it was two sources of authority charisma or tradition.

Traditional authority existed due to historical reasons and people obeyed a person in power for the simple reason that the person was in a position of traditional power, for example in the case of monarchical or other hereditary leadership positions. In the case of charismatic authority, followers obeyed gifted leaders out of devotion, loyalty and respect (A.J. Ayer 2005).

Weber assumed that bureaucratic action was typically oriented towards solving problems and that bureaucratic decision-making was guided by the objectives of efficiency, calculability and predictability. So, he believed that authority in the new, the old form of bureaucratic organizations was more ‘rational’ because leaders were recognized and obeyed for subscribing to values of logic, efficiency and reason. Such organizations functioned on the basis of ‘legitimately’ derived laws, rules and regulations. And laws, rules and regulations derived their legitimacy from the

consistent, disciplined, rationalized and methodical calculation of optimum means to given ends (A.J. Ayer 2005).

As what weber believe that the people used to submit to the will of others because they believed those others had the right to give the orders, this is what we call authority. Certainly we could envisage a society just held together by atrocious force, and maybe much of social organization has this as its origin and, permanently, its background. That atrocious force – call it coercion, call it power – isn't quite the same as authority, though, which connotes people going along with the will of others through consent given on some basis other than just fear. It's a distinction (probed and criticize by many authors) which runs through thinking about organizations (A.J. Ayer 2005).

As mentioned earlier, the best- known sociological writer on bureaucracy, M Weber. According to Weber there are three distinctions of authority. Those are as follows; (Asuman Altay 1999).

- Traditional Authority.
- Charismatic Authority.
- Rational Authority.

Now, we have to explain Weber's Authority groups:

- Traditional Authority;

Some people are obeyed because they always thought, this is traditional authority, as exercised by a hereditary priest or by the English Common Law.

- Charismatic Authority;

Some people are obeyed because of their exceptional personalities which command direct obedience from their followers, as in the case of Christ, Muhammad, or Napoleon. This as a Charismatic Authority.

- Rational Authority;

Since there are not many charismatic people around, and traditional authority cannot cope with complex administration, the general trend in modern societies is toward Rational Bureaucratic Authority.

**Public administration: from a bureaucratic culture to a citizen- oriented culture:**

Nevertheless, even in the least favorable of cases, public administration may modify its bureaucratic culture. In this way, we shall underline, chronologically, the methodology that must be used and how it would be applicable.

The methodology of modifying the bureaucratic culture according to Enrique Claver as follows:

- Making a diagnosis of the present culture.
- Explaining the need for modifications.
- Defining the values desired.
- Involving the management.
- Making collaborators aware of this new need. Despite the importance of the previous stage.
- Changing the symbols.
- Replacing the training programs.
- Periodically revising the values. It is interesting.

"But, what rules matter? Following the work of Weber, the view that bureaucratic rules must be legal-rational has dominated. Others, however, have perceived bureaucracies in negative terms, highlighting the problems of combining formal rules and procedures with positive substantive outcomes" (Michel Crozier 1964).

Despite all this we still not able to be relied on one kind of bureaucratic structures and processes lead to better bureaucratic performance (and thus development performance) (Goran Hyden 2003).

The study cannot provide full answers to these questions, but is meant to offer insights into the importance of the rules that guide policy implementation. The study

is set out as follows. It begins by providing a literature review around the key issues relating to the bureaucracy and development of public service delivery. It focuses primarily on the links between bureaucratic rules and bureaucratic performance, but sets it in the context of development performance as well. Following the analysis of the aggregate findings.

### **Problems of bureaucratic culture and characteristics of public orientation:**

When Weber (1979) listed the positive characteristics of bureaucracy (hierarchical structure, task division, formal rules and regulation), he surely did not mean that they should result, in public administration, into a specific culture with negative characteristics like the ones pointed out (Savas 1982), for whom public administration becomes inefficient, inflexible and irresponsible before citizens.

We should study the bureaucracy in terms of governance not just in the context of implementation of individual policies. How the state operate, how the rules and procedures determine in the bureaucracy. Many voices appeared today speaking about the first-level bureaucrats who are responsible for processing requests for services and assistance. The recent Voices of the Poor study provides a demonstration of the importance of this set of issues. The poor highlighting that their experiences with bureaucrats are often unpleasant, unfair and corrupt (D. Narayan 2000).

#### **2.1.13 Criticisms of Bureaucracy:**

“Bureaucracy is the art of making the possible impossible” – Javier Pascual Salcedo.

From his own perspective Weber was aware of the likely dysfunctionality associated with his bureaucratic model and predicted the following:

1. Conflict of interest of bureaucrats.
2. Nepotism and abuse of bureaucratic power and authority.
3. Corruption and other forms of exploitations.
4. Political in-fighting.
5. Appropriations of positions and resources.

Kernaghan and Sergel (1999) assume that Weber was very much concerned about organizational consistency and efficiency rather than concern for welfare and well-

being of service providers and service consumers. Adu-Gyamfi (2005) criticises Weber's concept of bureaucracy as being responsible for the following:

- Lack of initiative, creativity and innovation in public service delivery in organizations.
- Appearance of self-egoism and ritualism instead of team work.
- Delays in service delivery to customers by public agencies such as Customs, Excise and Preventive Service.
- Centralization of strategic investment services by top public officers.
- Rigidity and inflexibility of middle class public servants leading to exploitation of the consumer in service delivery.

By comparing the private and public bureaucracies we notice that the private sector adopts flexible hierarchal structures and encourages innovation and experimentation to maximize efficiency and productivity not only due to competition but also to satisfy consumers. The public sector on the other hand continues to hold on strongly to traditional bureaucratic norms of rigidity, inflexibility and red tapeism (Teofilovic 2002).

#### **2.1.13.1 Excessive bureaucracy:**

“Bureaucracy destroys initiative. There is little that bureaucrats hate more than innovation, especially innovation that produces better results than the old routines. Improvements always make those at the top of the heap look inept. Who enjoys appearing inept?” (Frank Herbert, *Heretics of Dune*).

“In any bureaucracy, the people devoted to the benefit of the bureaucracy itself always get in control, and those dedicated to the goals the bureaucracy is supposed to accomplish have less and less influence, and sometimes are eliminated entirely.” (Jerry Pournelle).

“If an idea can survive a bureaucratic review and be implemented it wasn't worth doing” (Anonymous).

“A democracy which makes or even effectively prepares for modern, scientific war must necessarily cease to be democratic. No country can be really well prepared for modern war unless it is governed by a tyrant, at the head of a highly trained and perfectly obedient bureaucracy” (Aldous Huxley).

#### **2.1.14 Properties of non-bureaucratic organizations:**

According to Tjeerd Andringa 2003

- It depends basically on widely sharing of vision of the goals and roles of the organization. It allows everyone in the organization to contribute to its realization via well formulated procedures and competent improvisation alike.
- Focus on pervasive competence development, and more timely services.
- Distribute responsibilities according to available competences, interests, ambitions, and enthusiasm.
- Let co-workers organize their own work and make sure they have ample opportunities to volunteer for activities.
- Approach the organization as a whole: optimize everything in context of the whole; prevent at all cost strict compartmentalization of responsibilities and information, because specialism and other forms of close-mindedness are seeds of stagnation and corruption.
- Allow for ample opportunities for unstructured information sharing.
- Put real responsibility in every job description and allow a diversification of responsibilities as competence grows. Stimulate expertise, but prevent specialization.
- Allow people to be enthusiastic about what they have done well and allow them to learn from mistakes.
- Continually match organizational goals and individual growth.

## **Bureaucracy & Service Delivery**

### Section 2: Service Delivery

**2.2.1 What is service delivery?**

**2.2.2 Public Services**

**2.2.3 Public Service Delivery Challenges**

**2.2.4 A Well-Functioning Public Sector & Citizen Preferences:**

**2.2.5 Service transformation**

**2.2.6 How Do Public And Private Services Differ?**

**2.2.7 Public Service and Public Services**

**2.2.8 A Measure of Good Governance**

**2.2.9 Citizen-Centered Service**

**2.2.10 Innovation in a public sector service delivery**

**2.2.11 Public Sector Priorities are changing**

**2.2.12 Private and Public Sector Innovation**

## **Section II:**

# **SERVICE DELIVERY**

‘The public sector is, collectively, the world’s largest service provider. Any incremental improvement in public services positively impacts millions of people. The first step to ‘delivering the customer promise’ is to know your customers and their needs’ (Wim Oosterom 2010).

### **2.2.1 WHAT IS SERVICE DELIVERY?**

Defining service delivery first requires a common definition of service, which this Strategy defines as a product or activity that meets the needs of a user or can be applied by a user. To be effective, services should possess these attributes:

- Available and timely: at time and space scales that the user needs.
- Dependable and reliable: delivered on time to the required user specification.
- Usable: presented in user specific formats so that the client can fully understand.
- Useful: to respond appropriately to user needs.
- Credible: for the user to confidently apply to decision making.
- Authentic: entitled to be accepted by stakeholders in the given decision contexts.
- Responsive and flexible: to the evolving user needs.
- Sustainable: affordable and consistent over time.
- Expandable: to be applicable to different kinds of services.

### **2.2.2 Public Services:**

Public services differ substantially from private-sector services in a number of ways, the difference comes from the funded source where the public services are defined as those services which are mainly, or completely, funded by taxation and the private sector services are funded by the money of customers. According to that public services would include the following areas of public management: The health

authorities, education, defense, justice/home affairs and noncommercial organizations. (Peter C. Humphreys 1998).

As Flynn (1990) has observed some services may continue to be funded from taxation and remain governed by public services standards but operationally it's operated by the public sector.

### **2.2.3 Public Service delivery Challenges**

Public sector leaders around the world face a common set of challenges if their services are to meet the increased expectations of their 'customers' – both citizens and businesses. However, the studies shows that while the challenges may be consistent, the ways in which they are being confronted, and the results that are being achieved, vary considerably.

One common challenge faced by every organization is how to service its customers better. The public sector is no exception. Traditionally, it has been seen as a passive vehicle for executing social policy mandated by legislation.

Progressively, citizens/businesses view the public sector as another provider of 'services' – services for which they pay taxes, so, they frequent to enhanced service delivery from the private sector. To address this, the public sector must find ways of improving the efficiency and effectiveness of its service delivery. This means providing value for money by improving quality of service (accessibility for all and satisfactory customer experiences and outcomes), and reducing the costs involved in providing those services (Wim Oosterom 2010).

Providing value for money is a core concern today because the need for a customer oriented focus coincides with tightening government budgets. This is motivate the public sector to explore new probable models for service delivery – models that can improve customer experience and outcomes through enhanced service levels at the same or reduced cost. The solution lies in improving customer-centric models that draw inspiration from the relative success with which the private sector has addressed this situation, and that put the customer at the heart of service design and service delivery (Wim Oosterom 2010).

Inconsistent leadership motivation, job security concerns, union rules and regulations, and a prevalence of undocumented processes are the potential barriers could exist in any service organization (public or private) but appear to exist in greater frequency in government. Add to this another challenges like legislative controls, skepticism about government,, the election cycle, competing special interests and term limits (John Maleyeff 2007).

Public sector organizations must build ‘connected government’, seamlessly aligning multiple government departments to be able to deliver on the customer promise and service them and their diverse requirements. They also have to develop a new service delivery models to correspond with the growing and changing needs of citizens who are not chosen (Wim Oosterom 2010).

### **A Well-Functioning Public Sector & Citizen Preferences:**

Many developing countries continue to suffer from unsatisfactory and often dysfunctional governance systems especially weak delivery of vital public services. Such poor governance leads to unwelcome outcomes for access to public services by the poor and other disadvantaged members of the society such as women, children, and minorities (Anwar shah 2005).

Politicians and bureaucrat's interest in rent-seeking activities more than in delivering services will cause a weak in public trust in public sector performance in delivering services consistent with citizen preferences developing countries (Anwar Shah 2005).

The global information revolution of the late 20th century has further eroded this confidence. The information revolution empowers citizens to access, transmit, and transform information in ways that governments are powerless to block, and in the process it undermines authoritative controls. It also constrains the ability of governments to withhold information from citizens. Globalization of information—satellite TV, Internet, phone, and fax—enhances citizens’ awareness of their rights, obligations, options, and alternatives and strengthens demands for greater

accountability from the public sector. Thus, measurement of government performance has assumed topical importance in popular discussions and debates (Anwar Shah 2005).

The market leaders in many consumer industries understand that the service excellence is becoming equally as important to consumers as the products they receive. Those market leaders like eBay, Starbucks and Amazon & Noble have perfected a customer service experience that is personalized, fast, easy and accessible (Duggan & Green 2008).

Citizens and businesses have also come to expect the same level of service from government that they experience in the commercial sector (Citizens First 2005).

The study focuses on measuring government performance in the delivery of public services.

‘The reality of the public sector today is that it is assessed by the efficiency of its service delivery. No longer is the effectiveness of the public sector measured by the revenue it generates or the employment it provides...’ (R Chandrashekhar, Additional Secretary, E Governance, Government of India).

But the question remains how does the public sector stack up with respect to service innovation? The general perception is: not well. Government is often characterized as being slow, bureaucratic and rarely innovative. However, in our experience, this is not always the case. Governments, worldwide, have moved to embrace the Internet to make information more accessible, but service transformation in the private sector and some governments has moved even beyond that (Duggan & Green 2008).

#### **2.2.4 Service transformation:**

In the point of view of the some countries the service transformation, and especially citizen-centered service delivery considered necessary to meet desired public service outcomes. By putting the citizen at the center of service delivery,

programs and services can be organized around citizen's needs, and in turn aligned more closely with expectations (Duggan & Green 2008).

Governments are consider that more efficient service delivery can dramatically improve public sector value. Leading governments are shifting from a programmatic model of service delivery to a citizen-focused model where service delivery is focused on people, transformation in public service delivery is become important and widely spread in the world, as the public sector adopts citizen-centric service ideals (Duggan & Green 2008).

The trends of common service delivery is noticeably emerging globally. Technology is not used only as a new platform to deliver services and programs by leading governments, but they are using it to make services available, accessible and Integrated to people via the entire delivery procedures modes. Also they are not just building the capacity to offer services to people as particular programs, but services which based on citizens' particular needs. In addition to that leading governments are working collaboratively with jurisdictions and departments to offer an integrated fashion service, to let both business and citizens access services in a convenient and simple way into government without going through the complex web of agencies and departments .World-class administrations are using existed data within government to grant benefits to citizens automatically as they become eligible, getting rid of the need to fill up forms or even apply for benefits (Duggan & Green 2008).

Some public institutions have managed to carry an extensive improvement program over many years. These organizations hold some commonality, including: they initiated and continue to preach a constancy of purpose based on a consistent underlying methodology.

1. They initiated and continue to preach a constancy of purpose based on a consistent underlying methodology.
2. Their key leadership positions have been in place for lengthy periods of time.
3. They guarantee that employees will not lose their jobs as a consequence of an improvement project.
4. They measured their time to success in years rather than weeks or months.

(John Maleyeff 2007).

### **2.2.5 How Do Public And Private Services Differ?**

As already indicated, public services can differ significantly from commercial Private sector services in a number of ways. Murray (1990) has expressed this view emphatically:

"We hear less nowadays of the assertion that public affairs should be managed on the same lines as private business ... Public servants have to be careful that, in rebutting the assertion, they do not inadvertently give the impression that efficiency is either irrelevant or satisfactory in the public sector. But those who prescribe private sector efficiency as the remedy for public sector ills are demonstrating that they know little or nothing about the objectives and constraints of the public sector." (p. 151).

"In the public services, different guiding principles, such as equitable treatment and the allocation of resources according to need, pervade the processes of decision making, management and provision. As a result, financial subventions may be given to the service providers (e.g. in transport) to ensure that such services are maintained, albeit at a reduced level, outside peak times and in less densely populated rural areas." (Murphy 1997).

The form of the relationship with external customers is differ significantly between public and private sectors. In the private sector the relationship described as direct and clear. If the characteristics of the service meet the customer expectations at a competitive price, it will normally be demanded and sold. In such conditions, customer satisfaction should find expression through the level of sales as supply seeks to meet that demand (O'Shea, 1992).

### **2.2.6 Public Service and Public Services**

It might be that in exploring the relationship between 'public service' and 'public services', we begin to identify some defining characteristics of the publicans of public services, and to explore the tensions between that and private provision. M. Shamsul Haque of the University of Singapore attempts something of this sort in identifying five 'specific criteria or measures of publicans' as being:

- The extent of its distinction from the private sector: Haque goes on to identify impartiality, openness, equality and representation as being distinctly public characteristics.

- The scope and composition of service recipients: the greater the number and broaden the scope of service recipients, Haque writes, the higher the degree of publicans, and he refers to a 'shared and universally accessible domain involving the interest of all citizens'.
- The magnitude and intensity of its socioeconomic role: the wider a service's societal impact, the greater the degree of its publicans.
- The degree of its public accountability: this goes beyond the existence of institutions to the extent to which those institutions are influenced by particular classes or sections of society.
- The level of public trust: that is, how much people trust the credibility, leadership or responsiveness of a service.

(M. Shamsul Haque 2001).

According to that, it seems that there are several characteristics of publicans in public services and that each of them are matters of degree more amenable to qualitative judgment than to quantitative measurement. This is important, because it implies that political processes and the changing policies they produce, rather than the technical certainties of economic theory, should be our guide. That is, in its turn, significant, because the relationship between the political and economic realms is clearly at the heart of the changing political context of public services internationally. The arrangements for alcoholic beverage sales and health care delivery in Canada and Germany are a product of national and sub-national political deliberation; challenges to them stem in large part from international economic pressures and the tendency to cultural convergence associated with them (Brendan Martin 2004).

### **2.2.7 The Whole of Government Performance:**

Many countries have restructured their public sectors in an attempt to deal with the problems of debts and growing citizen disappointment with government in the past several years. In many jurisdictions, restructuring efforts have included an emphasis on the need to introduce a results-based or performance-based approach to management in the public sector. Typically, efforts at introducing results-based management have begun at the bureau or departmental level (anwar shah 2005).

**There are four major challenges to the implementation of government wide performance monitoring:** (Anwar shah 2005).

- Designing appropriate processes for selecting outcome measures: This is inherently a political process.
- Collecting credible data on important dimensions of societal well-being: It may be more difficult for smaller subnational governments to collect these types of data because of cutbacks and governmental restructuring. A related danger is the possible politicization of the statistical agencies.
- Making causal connections between governmental activities and social indicators: It is a difficult analytical exercise for officials to make clear causal links between their activities and higher-level outcomes because they must have the data needed to test whether the causal chain is working as expected and must be able to discount the effect of exogenous factors appropriately.
- Using performance data to improve public debate about governmental responsibilities: The media and legislative response to the new data has been muted. This is partly due to the skepticism about the credibility of information provided directly by government departments.

### **2.2.8 A Measure of Good Governance**

"Debates about the appropriate role, policies, and institutions of the state are often hampered by the lack of a definition for good government. To provide a quantifiable measure of good government, Huther and Shah developed an index for the quality of governance for a sample of 80 countries. They apply the index to the debate on the appropriate level of fiscal decentralization."

In measuring the quality of governance, the authors developed indices for the government's ability to achieve the following:

- Ensure political transparency and a voice for all citizens: The citizen participation index measures political freedom and political stability.

- Provide effective public services efficiently: The government orientation index measures judicial and bureaucratic efficiency and the absence of corruption.
- Promote the health and well-being of its citizens: The social development Index measures human development and equitable distribution of income.
- Create a favorable climate for stable economic growth: The economic management index measures outward orientation, independence of the central bank, and an inverted debt-GDP ratio.

### **2.2.9 Citizen-Centered Service:**

Governments can identify the outcomes they are trying to achieve by better understanding the needs of citizens and groups of citizens. We call that the citizen-centered service which means basing services on citizen needs rather than on organizational requirements (Duggan & Green 2008).

One of the important meanings of the Citizen-centered service is putting a focus on exceptional service delivery and making the receipt of services as easy as possible for the citizen, that meaning can be achieved by providing a single point of contact with government services. Many governments, particularly at the provincial, state or local level, are beginning to establish separate service integrator organizations, to connect citizens to the services they need from multiple separate agencies, and also to manage the integration of those services over time.

(See, for example, Australia's Centrelink, Canada's Service New Brunswick, UK's Department of Work and Pensions, Utah.gov, Louisiana.gov).

The main benefit from one single access point makes transacting between citizens and government simple and straightforward. Many countries like Singapore, Australia, the UK, the Netherlands, Ireland and France are setting clear policy direction around this concept. In Singapore, for example (Duggan & Green 2008), "Customers can look forward to completing their transactions with minimal interactions with government agencies. This will be achieved with comprehensive

integration of processes and services across multiple public agencies, and with the private and people sectors” (iGov 2010; From Integrating Services to Integrating Government. Singapore e Government Strategy).

#### **2.2.10 Innovation in A public Sector Service Delivery:**

Innovation in a public sector context has been defined as the ‘creation and implementation of new processes, products, services and methods of delivery which result in significant improvements in the efficiency, effectiveness or quality of outcomes’ (Mulgan and Albury outline 2003).

In short, "innovation is the application of new ideas to produce better outcomes" (Ian McPhee, 2010).

Some innovation will be transformational in the sense that it represents a substantial departure from the past. Other innovation will be more incremental in nature. Innovations can range from organizational improvements to use of new or emergent technologies. Innovation can occur as a result of top-down, sideways and bottom-up approaches. It can be instigated by anyone within an organization or by external influences. Innovation is a process that can be replicated. Innovation can take any number of forms. Innovation goes beyond creativity or the generation of new ideas. (Ian McPhee, 2010).

#### **2.2.11 Public Sector Priorities are changing:**

According to (KPMG Government and Public Sector Services) probably more than any other time before, the public sector is facing a host of new and complex challenges. Increased public scanning, the need for fiscal sustainability and an ever-growing demand for services has forced many countries to seek new ways to balance effective delivery of services in the short-term against long-term budget considerations. Some of the challenges that the public sector now faces include:

- Fiscal Sustainability.
- Economic Stability.
- Infrastructure Demand and Deterioration.
- Operational and Cost Efficiency.
- Government Transformation.
- IT Cyber Security.

- Transparency and Accountability.
- Climate Change/Sustainability.
- Demographic Changes and Shifts.
- The Fight for Talent.
- Competition for Investment.

### **2.2.12 Private and Public Sector Innovation:**

Private and public sector innovation has many differences and synergies. Some aspects are comparable and the others are identical, the aspects related to the policy innovation in the public sector and the decision-making processes can appear cumbersome, risk averse and time consuming (Mathews, M 2009).

Duggan and Green 2008 notice five recommendations for governments that desire to take a lead in service delivery. These recommendations are based on their observations of instrumental changes that need to be made that will heavily influence other areas of government policy and activity.

1. Provide a top leadership to put the service transformation to the forefront of government agenda.

This needs to create a compelling vision and business case for change that can be used to influence decision makers at all levels of government.

2. Allow citizens a clear say in how to transform service.

Governments should give citizens a way to participate in the creation of service delivery policies by allow them to participate in the creation of these policies.

3. Give service delivery a voice at the executive or cabinet level.

Giving service delivery a voice at the executive table provides one of the strongest mechanisms for change.

4. Make information sharing and the integration of services a central priority.

The complexity of government and governments mean that all too often citizen information is not used effectively across programs, even when it is clearly in their

interests for it to be. Governments need to eliminate the “claim and wait” service delivery model and move to integrated services delivered when and where the citizen needs them.

5. Adopt a citizen service approach to privacy to equal weight to citizen protection.

Governments need to reinterpret their privacy protection legislation from a citizens’ service perspective.

"The normative message from the public choice is derived from comparing the politic-bureaucratic organization with the market system. It is commonly recommended which political arena is like a market processes, such as competition should be introduced into the public sector. Of course, the justification behind such suggestion is heavily dependent on the behavioral and institutional assumption of the theory." (Sorensen, 1987, p: 63).

### **2.2.13 Public Service & Bureaucracy:**

About forty years ago the relationship between bureaucratic performance and public service delivery centered on the role of development administration, an approach to public administration that was meant to differ from a more conventional bureaucratic approach. It has been a subject of interest to the international development community as well as scholars for quite some time. More recently, some of the same assumption has reappeared with the additional insight that the quality of bureaucratic rules is essential for understanding how bureaucratic performance relates to developmental outcomes. The current assumptions may be summarized, as follows:

Bureaucratic Rules ➡ Bureaucratic Performance ➡ public service delivery ➡ citizen's satisfaction.

(Hyden, Court& Mease 2003).

In the view of Elliott de Saez it has become necessary for public organization to de-emphasize bureaucracy and in the interest of their customers apply 7Ps in service delivery. The 7Ps are:

- People who officer services should have the skill, knowledge, attitude and behavior in service delivery.
- The product, that is, the service should be well packaged, branded and of the highest quality.
- The price should be such that it should not increase as a results of delays, waste of time, tips and corruption.
- Physical evidence in the sense of information provide through leaflets, websites, newsletters, etc.
- Promotion in the form of publicity, advertising, public relations and sales promotion.
- Process in the form of input-output system, mechanisms involved in the delivery of services, policies, procedures, quality management, etc.
- Place which refers to where the service is located, where it can be assessed by consumers, working hours, availability and convenience.

"The 7Ps will ensure that the service meets consumer needs and wants, cost to the consumer is reduced the service is communicated to the consumer and the service is convenient to the consumer. Tony Proctor says public servants have not been able to sell public sector enough but hide behind bureaucracy service delivery. They have been too task-oriented instead of being market oriented" (Alornyeku, 2011).

## **Bureaucracy & Service Delivery**

### **Section 2: Governmental Institutions in Gaza**

#### **2.3.1 Public administration features in Palestinian National Authority**

#### **2.3.2 Definition of Public institution**

#### **2.3.3 Land authority**

#### **2.3.4 Vision of Land Authority**

#### **2.3.5 Land Authority Mission**

#### **2.3.6 Land Authority consist of number of main departments**

#### **2.3.7 General aims of Land authority**

### **Section III:**

## **Governmental Institutions in Gaza**

Countries duties and responsibilities toward the society have been developed, and the concept of night-watchman state began to disappear due to the rapid developments in the world since nineteenth century. So as the world war II & I had great impact on expansion state activities and state intervention in various fields owing to the negative social and economic consequences of the wars forced governments to interfere to reform the messes and secure a minimum of acceptable economic and social life , this phenomenon led to expand public administration tasks \_ Governmental \_ in the state , therefore the attention of the governments in the current century toward the clarity of management systems with the aim to stimulate production efficiency for its systems , therefore Bin Habtoor 2009 defines the public administration ‘ the concern of state with the public activity which aims to execute government policies that planned to implement in the society (abo dayya 2004).

### **2.3.1 Public Administration Features in Palestinian National Authority:**

PNA has intentionally founded tens of institutions since its arrival but the establishment of this institutions didn't always meet the right or uniform legal ground and the legal work (decree, regulations and laws) didn't clarify the various related aspects of the institutions as well as the relationship with the center authority in the executive authority. Due to that a lot of legal problems emerged such as the circumstances of establishing the public institutions, the administration, specify its field, the relationships with institutions or the various official center bodies, and the legal system that governs the actions of employees (Idees 2003).

### **2.3.2 Definition of Public Institution:-**

There is not any specific or uniform definition in Palestinian legislations for Public Institution , but some of legislations agreeably mentioned definitions of public institutions with the purpose that legislator attempt to attain, whereas Monetary authority law No. (2) Of 1997 states in Article (1) that ‘public institution is every

authority or organization or other public body enjoys legal personality in Palestine '. as for regulate general budget and financial affairs law No. (7) of 1998 , differentiate regarding the definition between the institutions that it's budget is appended to the general budget of Palestinian National Authority and other institutions , then named the appended institutions as Public institutions with the following definition ' every authority or organization or public body enjoys legal personality in Palestine that it's budget appended to the general budget of Palestinian National Authority ' , while named other institutions which has autonomous budget as ' Institution' and defines it as ' any authority , organization or public body enjoys legal entity with autonomous finance and administration ,also its budget isn't appended to the general budget of Palestinian national authority ' . Moreover public supplies law as well as public work bids law listed public institution to governmental departments that subject to its regulations.

According to both Amaan study 2007 and foregoing definitions, an institution shall include set of main staff to become a public institution as summarized below:-

- Manage a public utility , the public institution is mean of managing a public utility and it associated with its existence or not.
- Enjoy a legal entity, it's an essential cornerstone to establish a public institution, so a public utility can't obtain institution features unless it enjoy an independent legal personality.
- Field, the public institution take charge of a certain activity or several integral and close one.

### **2.3.3 Land authority:**

Land authority was established according to Presidential decree no. (10/2002) dated 6/5/2002, The Decree grants the Land Authority an independent, legal personality and full legal capacity to assume functions, perform duties, and achieve the objective for its establishment according to law provisions.

### **2.3.4 Vision of Land Authority:**

Land Authority is the administrative and organizational references to any related thing to Palestinian lands on the governmental, institutional and community

level, to form with other stakeholders a cornerstone to consolidate and enact land-related laws and the necessary mechanism for its implementation, as well as owning information and computerized accurate maps to serve the purposes of overall development and serve citizens with transparency and fairness.

### **2.3.5 Land Authority Mission:**

Preserving and protecting the rights of land ownership and other consequent rights of people, governmental and non-governmental institutions by surveying and registering lands in land registers. In addition, working to solve conflicts and disputes regarding land boundaries and preserving governmental lands and estates as well as good use of lands.

### **Land Authority consist of number of main departments:**

- Public administration of land and estate registration (Tabu).
- Public administration of survey.
- Public administration of Government properties.
- There are other departments such as: department of Administrative Affairs, Department of Finance, Office of head of Land authority and the subordinate units.

### **2.3.6 General aims of Land authority:**

- Computerize All Palestinian authority lands with modern spatial maps.
- Work on create land-related database.
- Work on *removing* the *encroachments* from *government lands* by administrative or judicial means.
- Create new mechanisms to maintain government lands.
- Constant work to improve the existing maps in Survey Department and computerize it using GIS.
- Work on maintain and survey government lands as well as remove the encroachments.
- Follow-up legislative acts of Land regulations and survey law at Palestinian Legislative Council.

## **Previous Studies:**

- **Zachary Wagner,, Peter G. Szilagyi & Neeraj Soo 2014.** "Comparative performance of public and private sector delivery of BCG vaccination: Evidence from Sub-Saharan Africa".

The study aims to assess public–private differences in Bacillus Calmette–Guérin (BCG) vaccine delivery.

The private sector is an important source of health care in the developing world. However, there is limited evidence on how private providers compare to public providers, particularly for preventive services such as immunizations. The researchers used data from Sub-Saharan Africa (SSA) to assess public–private differences in Bacillus Calmette–Guérin (BCG) vaccine delivery.

The for-profit private sector performed substantially worse than the public sector in providing BCG vaccine to newborns, resulting in a longer duration of vulnerability to tuberculosis. This disparity was greater for poorer children and children in rural areas.

- **Anders Fredriksson 2014.** "Bureaucracy intermediaries, corruption and red tape".

The study aims to introduce a model in which a government license can benefit individuals. The study studied the net license gain when individuals get the license through the regular licensing procedure, through bribing or through intermediaries. For a given procedure, individuals using intermediaries are better off than if intermediaries and corruption had not existed. Then, the study studied the incentives of corrupt bureaucrats to create red tape. Bureaucrats implement more red tape and individuals are unambiguously worse off in a setting with intermediaries than with direct corruption only, the society of the study was the Swedish National Agency for Education, Department for Evaluation and Research.

Intermediaries that assist individuals and firms with the government bureaucracy are common in developing countries. Although such bureaucracy

intermediaries are, anecdotally, linked with corruption and welfare losses, few formal analyses exist.

Intermediaries can thus improve access to the bureaucracy, but also strengthen the incentives to create red tape – a potential explanation why licensing procedures tend to be long in developing countries.

- **Katarzyna Szkutaa ,Roberto Pizzicannell & David Osimo 2014**  
"Collaborative approaches to public sector innovation: A scoping study".

The study aims to explore what it means to collaboratively deliver online public services, in the last 15 years, European countries have invested considerable resources to provide e-government services. Despite of its increasing availability, its level of adoption has not been satisfying. On the other hand, over the last years, coinciding with the web 2.0 trend, the e-government services co-produced by citizens start to appear, often without the support, acknowledgement and even awareness of the government. This trend stems from a well-established tradition of offline co-production of public services, i.e. services provided by the voluntary sector, but brought to an unprecedented scale thanks to the advent of web 2.0. Still, the concept remains not well-defined and its impact is not yet well studied. The paper explores on a limited sets of cases what does it mean to collaboratively deliver online public services; what are the success factors based on the cases under study and what are the incentives for service providers (other than public administration), citizens as users and public administration. The authors propose an ostensive definition of the collaborative delivery of public services: collaborative public services are created and run by government, civil society or by private sector building on the re-use of government data or citizens data. Those services are focused on public goods delivery (e.g. health, education, public transport) and are meant to change the traditional government services by engaging in an open dialogue with public administration about the best way to deliver those services. The analysis of six case studies of innovative collaborative online public services suggests that the online collaborative public service delivery increases its quality with the users' growth contrary to the traditional offline service delivery. The study results indicate that the current developer's interest lies in delivering complementary services to the government run services rather than substitutive services. The authors propose also the initial list of

success factors, enabling conditions, and benefits for all main stakeholders (users, innovators and public administration).

- **Isabel-María García-Sánchez & José-Manuel Prado-Lorenzo 2013.**

"Effect of modes of public services delivery on the efficiency of local governments: A two-stage approach".

The study aims to analyse the effect of functional decentralization and externalization processes on the efficiency of local public services delivery, in order to clarify the situation. For this, 129 Spanish municipalities with populations over 10,000 between 1999 and 2007 have been considered.

A clear relationship has not been found between the modes of public services delivery and the efficiency of local Governments. Studies have been carried out for only one or two services and/or in a concrete year, so the real effect is difficult to generalize.

The results show that both pure modes of public services delivery – functional decentralization and externalization – impact negatively on efficiency of local governments. Nevertheless, public business entities created by right-wing parties may improve the annual efficiency of the local governments. Furthermore, mixed companies may increase the inter-annual variation of the efficiency, especially when they are promoted by right-wing governments too.

- **Carter Bloch & Markus M. Bugge 2013.** "Public sector innovation—from theory to measurement".

The study aims to discuss how public sector innovation can be captured and to what extent measurement can be based on frameworks originally developed in a private sector context. While there are important differences between the public and the private sector that should be reflected in a measurement framework, there is also considerable common ground that can be drawn upon.

This paper builds on the work of the MEPIN project (Measuring Public Innovation in the Nordic Countries) While there is growing awareness that much innovation currently takes place in the public sector, it is also recognized that more systematic efforts to promote innovation are needed to address the economic and

societal challenges that public sectors face. However, there is a lack of a common understanding of what public sector innovation is and a lack of a measurement framework that can shed light on innovation processes in public sector organizations. Based on insights generated in a recent Nordic pilot study, this paper seeks to contribute to fill this gap.

- **Imran Rasul and Daniel Rogger (2013)** "Management of Bureaucrats and Public Service Delivery: Evidence from the Nigerian Civil Service"

This study aims to discuss the correlates of effective public service delivery in a developing country using novel data from organizations in the Nigerian civil service, including government ministries and other federal agencies. This analysis focuses on the relationship between the management practices bureaucrat operate under, and the quality and quantity of public sector projects delivered.

- **Felix Kwame alornyeku (2011)** The impact of bureaucracy on public service delivery: a study of KUMASI METROPOLITAN ASSEMBLY

This study aims to identify bureaucratic challenges that the Assembly encounters in service delivery and the extent to which these challenges impact on services to the people of the metropolis. It is also to develop measures to minimize excessive bureaucracy in the working process of officials of the Assembly. It employed structured, unstructured and interviews questionnaires to solicit views from respondents about the impact of bureaucracy on service delivery.

- **Mik Wisniewski 2010.** "Measuring service quality in the public sector: The potential for SERVQUAL"

The study aims to discuss the major issues public sector organizations need to address in their search for an adequate measure of service quality, assess the potential of the SERVQUAL instrument for the public sector and report on an application of the instrument to a public library service.

The use of a variety of measures of service quality in the private sector as critical indicators of both organizational performance and general customer satisfaction is widely accepted and has given rise to considerable empirical research.

Organizations operating within the public sector-health care organizations, local government, police, emergency services, government agencies-have also come to realize that customer service and quality are critical strategic issues in the late 1990s. However, it is also widely recognized that such public sector organizations face particular difficulties in measuring service quality.

- **Besley and Persson (2010)** State Capacity, Conflict and Development

This study aims to reviews some issues relevant to the delivery of public services. It reviews some of the debates and flags some issues that are significant worldwide, especially in Africa. It emphasizes how the debate has moved along in terms of defining the relative responsibilities of the public and private sectors for delivering public services. It also discusses the role of incentives among politicians and bureaucrats in service delivery. In a broader context, there is a need to understand the role of mission-driven delivery and the role of competition in public services. The paper argues for a focus on accountability in part through rigorous evaluation of service delivery and basing policy on sound first-principles.

- **Lois Redman-Simmons (2009)** "Bureaucracy vs. the Public Service Ethos: Contemporary Concepts of Public Service"

This study aims to discuss the organizational behavior approach to explaining career decision-making is pursued. The purpose of the study is to investigate how contemporary concepts of public service reflect the popularized and ideological versions; and how these different concepts influence career choice among a random sample of MPA and MBA students from 17 U.S. northeast universities. The importance of understanding the underlying principles of a particular career decision can be linked to advancing the command of human resource issues related to the management of productivity and tenure. Indeed, the career decision can be associated with individuals' comfort zones, lifestyle preference, and job satisfaction, all of which are positively associated with performance and tenure. The study of career decision-making is therefore of interest to human resource managers involved with employee recruitment and selection and university enrollment administrators, who, in both cases want to improve the efficiency and effectiveness of their function.

- **Charles T. Goodsell 2009.** "Looking Once Again at Human Service Bureaucracy"

This study aims to show that rather than exercising discretion against the interests of unwanted clients, as much human service literature would anticipate, caseworkers instead granted extra attention to favored clients (referred to as “positive discrimination”) in an attempt to cope with constraints and pressures of the job (described as a state of “compression).

- **Bryan D. Jones, Saadia R. Greenberg, Clifford Kaufman and Joseph Drew 2009.** "Service Delivery Rules and the Distribution of Local Government Services: Three Detroit Bureaucracies"

This study aims to discuss the Service Delivery Rules and the Distribution of Local Government Services. In the decentralized tradition of American government structures, autonomous local jurisdictions have responsibility for the provision of a wide range of services essential for the well-being of the public. Such services include both those which are universally accepted to be in the domain of state power (e.g., law enforcement) as well as those which could in principle be provided privately, but for historical or other reasons are often not (e.g., education, sanitation).

- **David H. Koehler and Margaret T. Wrightson 2009.** "Inequality in the Delivery of Urban Services: A Reconsideration of the Chicago Parks"

This study aims to examine the Chicago Parks case study. First, it is shown that using a similar research design it is possible to replicate the 1980 findings. Next, it is shown that the results are equally attributable to exogenous variables which were not considered in the earlier study, and which have generally been overlooked in research on this subject. Finally, a regression model is estimated to test several competing explanations of urban services distribution. The results show that efficiency and politics are independently significant explanatory factors in the distribution of park facilities, while equity is not. At least in Chicago, there is impressive evidence that some urban service delivery is highly responsive to political considerations as well as bureaucratic professionalism.

The literature on urban services delivery supports the conclusion that the distribution of services is a function of bureaucratic norms and professionalism, and is largely impervious to political forces. A recent study (Mladenka, 1980) of the distribution of park facilities in Chicago showed essentially no relationship to city politics, in terms of race. Some feel that this study provides the evidence necessary to finalize the conclusion that the distribution of urban services is independent from political considerations.

Deciding who gets what is the essence of politics. The provision of services to people is the essence of administration.

- **Paul Richter and James Cornford 2008.** "Customer Relationship Management and Citizenship: Technologies and Identities in Public Services".

The study aims to argue that in this tension the model of the customer is bolstered by the availability of 'shrink wrapped' or 'black boxed' IT-based 'solutions', available under the rubric of Customer Relationship Management. UK public services are characterized by a tension between a model of the service user as a customer of public services and a model which envisages the user as a citizen. Drawing on empirical work in one local authority, we argue that those who advocate the citizen perspective need to engage at this material and technological level if they are to be effective.

- **Jennifer Davis 2004.** "Corruption in Public Service Delivery: Experience from South Asia's Water and Sanitation Sector".

This study aims to present empirical information regarding the types and magnitude of corrupt behaviors documented in water supply and sanitation service provision in several South Asian localities. It also examines the strengths and weaknesses of current strategies to reduce corruption among several public water and sanitation bureaucracies in South Asia, drawing on interviews and focus group discussions with more than 1,400 staff, customers, and key informants. Where corruption has been reduced, two concomitant drivers are observed: a shift in the

accountability networks of service providers, and a change in the work environment that increases the moral cost of misconduct.

- **David Landsbergen 2004.** "Screen level bureaucracy: Databases as public records".

The study aims to discuss the constraints and opportunities in making database information available to the public providing better service by automating “business processes” is an exciting prospect for improving the government. Yet, there has not been the same level of effort at making it easier for the public to obtain information about what its government is doing. This article focuses on the constraints and opportunities in making database information available to the public. The database technology is chosen because it is a central repository of public information. New federal law requires the use of information technology (IT) to make access to public information easier. But the new law has also subtly shifted the burden of proof to the citizen in showing why certain information should be made available. If a “statutory fix” to this problem is not available in the short run, we urge agencies to provide increased access to database information because of the continual development of technology and its effect on citizen expectations.

- **Joaquim Filipe Ferraz Esteves De Araújo (2002)** Improving Public Service Delivery: The Crossroads between NPM and Traditional Bureaucracy.

The study aims to analyse a New Public Management (NPM) style of reform recently introduced in Portuguese public administration. The reform introduces new organizations to a method of delivering public services called ‘Citizen Shops’ (CS) (*Lojas dos Cidadãos*). Several public services are concentrated in a single building whose management follows the practices of the private sector concerning service delivery and opening times, rather like a ‘shopping centre’. ‘Citizen Shops’ is a kind of agencification and is an attempt to avoid the constraints of civil service red tape

and bureaucratic resistance to change. The author argues that the extent to which new ideas were imported from NPM was limited and constrained by the institutional framework and the culture prevailing in Portuguese bureaucracy. Citizen Shops reproduced the hierarchical and centralized nature of service delivery and followed the traditional patterns of control. The prevailing structure is an important constraint on NPM development.

- **F.E. Rourke 2001.** Public Bureaucracies

The study aims to discuss the public bureaucracies served as a source of continuity and stability in the life of the State.

Throughout history public bureaucracies have served as a source of continuity and stability in the life of the State. This role has sometimes led to their becoming a significant obstacle to innovation in government policies. More recently, however, these bureaucracies have also become useful agents of change in many societies. The power that bureaucrats exercise comes mainly from the expertise they command both as individuals and when linked together in organizations. This power has come under increasing challenge in the industrialized democracies. Other institutions—governmental and nongovernmental—have begun to acquire their own expertise, and public bureaucracies are less able to cloak their operations in secrecy. Moreover, many public agencies that formerly performed regulatory or service delivery functions have been abolished, and private or quasi-public organizations have begun to perform tasks that were once within the exclusive preserve of government agencies. By the end of the twentieth century it had become clear that public bureaucracy was not the growth industry it had appeared to be in the aftermath of World War II, fifty years earlier.

- **R. Torstendahl 2001.** "Bureaucratization and Bureaucracy, History of".

The study aims to discuss the relations between the Bureaucratization and Bureaucracy. Bureaucratization may relate to different dimensions. One refers to numbers of employed, degree of complication and functional division. Another

dimension is that of public and private sectors and their administrations. A third dimension is denoted by the distinction between political and administrative duties. Historically, a well-organized state was long synonymous with a state with a strong and developed bureaucracy. China is perhaps the most well-known example of such a state with a developed bureaucracy. Ancient Egypt and Rome are other examples. During a long period, Arab, Mongol, and European societies had very small bureaucratic elements. In the sixteenth and seventeenth centuries European bureaucrats became better educated and in the eighteenth century ‘cameralism’ as a ‘science’ of administration emerged and military entrepreneurs were succeeded by state-governed military bureaucracies. In the nineteenth century the control of the executive power also came to mean a control of the bureaucracy. In spite of constant efforts in democratic societies to keep bureaucratization back, the nineteenth and twentieth centuries have witnessed an unprecedented expansion of bureaucratic activities. These have come in waves: technical bureaucracies, welfare bureaucracies, networking bureaucracies all over society. Bureaucratization has also become a global phenomenon.

- **Rotterdam (2000)** "Improving public service delivery: the crossroads between.

The study aims to explore the New Public Management style of reform recently introduced in Portuguese public administration, and to look at similarities with the NPM’s ‘public service orientation’ approach and the idea of agency. The innovations and challenges which ‘Citizen Shops’ bring to traditional administrative structures will be analyzed. Klages and Loffler (1998:47) suggest that "public organizations and their broader institutional environment are influenced by a set of new ideas on public management which are referred to as universal NPM". Is this the case with Citizen Shops or does the institutional framework and the prevailing culture in a system constrain the choices of modernization strategies (Peters, 1999:65). The paper argues that the ‘Citizen Shops’ represent a kind of agencification as well as an attempt to avoid the constraints of civil service, red tape and bureaucratic resistance to change. It maintains that the traditional reform approach is replaced by a new approach based on the ideas of New Public Management, but that it is limited in the extent of its reform. Three issues arise from the discussion: the power of a traditional bureaucracy and its

ability to resist reform; the emergence of a new public sector structure which performs parallel activities alongside the traditional structures; and the move toward a kind of agencification and contractualism. The paper concludes that although this is a political attempt to revitalize a stalled reform and to introduce a.

Greater degree of entrepreneurship through new management methods, the 'new structure' is limited in its ability to innovate or challenge the traditional features of the Portuguese administrative system. The data was collected from official documents and semi-structured interviews with officials at the Citizen Shop in Porto and with the President of the Management Institute of Citizen Shops.

- **Ian Dair 2000.** "Cutting back bureaucracy in a public service"

The study aims to discuss the efficiency and objectivity of the administrative system and the effective of bureaucratic system. The British public service is respected for its efficiency and objectivity. But it has a music hall reputation for bureaucracy and lack of initiative. As with many long-acquired reputations, nothing nowadays could be further from the truth. A revolution has swept through the corridors of Whitehall and the many other places throughout the UK where the public service is alive and well. This revolution has been described in Morley, 1and other articles have shown how strategic planning and management have been adopted by individual parts of the public sector. Having set the scene in 'Building a New Organization for Nature Conservation', the author now describes how English Nature moved on to reflect its new strategic approach in a different organization structure which broke many of the traditional mores of the public sector.

- **Alder, P. S. (1999).** "Building Better Bureaucracies. Academy of Management Review".

The study aims to combines insights from organization theory and cognitive psychology research on technology to propose a set of organization design guidelines. Colloquially speaking, bureaucracy means red tape, over – controlling bosses, and apathetic employees. But large – scale organization need appropriately designed

formalized procedures and hierarchical structure to avoid chaos and assure efficiency, quality, and timeliness. We currently lack theoretical or practical guidelines for building better bureaucracies that can support high levels of both performance and employee involvement.

- **Joaquim Filipe Ferraz Esteves De Araujo**

Improving public service delivery: the crossroads between NPM and traditional bureaucracy.

The study aims to argue the political attempt to revitalize a stalled reform and to introduce a greater degree of entrepreneurship through new management methods, the 'new structure' is limited in its ability to innovate or challenge the traditional features of the Portuguese administrative system. The data were collected from official documents and semi structured interviews with officials at the Citizen Shop in Porto and with the President of the Management Institute of Citizen Shops, the new public organization.

The paper is structured as follows. The different components of NPM are compared with those of the traditional Portuguese administration. This framework will guide our analysis of CS reform, allowing us to make a comparison with NPM reform, providing a picture of the extent of the change. The paper argues that 'Citizen Shops' represent a kind of agencification as well as an attempt to avoid the constraints of the civil service system - red tape and bureaucratic resistance to change. It maintains that the traditional reform approach is replaced by a new approach based on the ideas of NPM, but that it is limited in the extent of its reform. Three issues arise from the discussion: (1) the power of a traditional bureaucracy and its ability to resist reform; (2) the emergence of a new public sector structure which performs parallel activities alongside the traditional structures; and (3) the movement towards a kind of agencification.

- **Timothy Besley\* and Maitreesh Ghatak** "Reforming Public Service Delivery".

The study aims to reviews some issues relevant to the delivery of public services. It reviews some of the debates and flags some issues that are significant worldwide, especially in Africa. It emphasizes how the debate has moved along in

terms of defining the relative responsibilities of the public and private sectors for delivering public services. It also discusses the role of incentives among politicians and bureaucrats in service delivery. In a broader context, there is a need to understand the role of mission-driven delivery and the role of competition in public services. The paper argues for a focus on accountability in part through rigorous evaluation of service delivery and basing policy on sound first-principles.

### **Comments on Previous Studies:**

This study has reviewed (24) studies. It also has addressed the issue of bureaucracy and the subject of service delivery, and has varied with each other in addressing these issues from different angles and in different sectors. Some of them dealt with the first domain in this study, namely, bureaucracy(the concept, the elements and the characteristics) as one of the variables of the study, in order to reveal its dimensions, elements and its impact on other administrative variables or the effects by these variables, such as: ((Fredriksson, 2014) study, (Rasul& Rogger 2013) study, (alornyeku, 2011) study, (Goodsell, 2009) study, (Landsbergen, 2004) study, (F.E. Rourke, 2001) study, (R. Torstendahl , 2001) study, (Ian Dair, 2000) study, (Alder., 1999) study.

Some of them have addressed the second domain in this study, namely, service delivery, such as: (Wagner, 2014) study, study, (Szkutaa, Pizzicannell & Osimo, 2014) study, (Isabel-María García-Sánchez& José-Manuel Prado-Lorenzo, 2013) study, (Bloch & M. Bugge 2013) study, and (Al- Wisniewski, 2010) study, (Besley and Persson,2010) study, , (Simmons ,2010) study , (Jones & Jones, Kaufman & Drew 2009) study , (Rotterdam ,2000) study, (Richter & Cornford 2008) study, (Davis, 2004) study, (Araújo, 2002) study, (Besley & Ghatak) study.

It is clear from what has been shown previously that the topic of bureaucracy and the subject of service delivery have gained the attention of researchers, although they may have been dealt with separately. It was found through a review of previous studies that:

- Part of these studies has targeted the definition of service delivery, through important aspects of this domain, in an effort to a deep understanding of its constituent elements.
- The other part of these studies has targeted the identification of bureaucracy in order to a deep understanding of its constituent elements, the factors affecting it, the needed requirements to apply it, and constraints that limit its presence, and then, to explain what surrounds this concept of ambiguity, and translate its elements and vocabulary to suit the work in administrative field.
- These studies were conducted in different environments, some of them were conducted in foreign environments and others were conducted in Arabic ones, as some of them were conducted in public sectors, and others were conducted in private sectors.
- Previous studies have helped in guiding the development of this study theoretical framework and determining the appropriate statistical methods to analyze the study data.
- The contribution of these studies in supporting the administrative development in the institutions and departments, as one of the continuity and survive factors.
- These studies differ among themselves, and within each domain in terms of dimensions, elements and variables that have been focused by each study, leaving the field wide and open for researchers to fill the research gaps and to contribute to the enrichment of the knowledge and practical sides of both domains of this search.

What distinguishes the current study from previous studies?.

- It is the first study in the local environment, to the knowledge of the researcher, dealing with bureaucracy and service delivery in the governmental institutions in Gaza.
- It is unique to study the relationship between the elements of bureaucracy (Clarity of Organizational Structure, Job specialization, management by roles, Technical competence of employees, Misuse of Power absence, Formal and informal communications in the organization) and the effective applying of service delivery.

- It highlights the bureaucratic environment, to increase the interest in it and create a trends to evaluate it and see where the limits are to be incurred in the Governmental institutions in Gaza.
- This study highlights the weak fields of bureaucratic system in the Governmental institutions in Gaza.

## **CHAPTER (3)**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

#### **3.2 Data Collection Resources**

#### **3.3 Research Method**

#### **3.4 Research Population**

#### **3.5 Questionnaire Contents**

#### **3.6 Pilot Study**

#### **3.7 Questionnaire Validity**

##### **3.7.1 Arbitrators Validity**

##### **3.7.2 Scale Validity**

###### **3.7.2.1 Internal Validity (internal consistency)**

###### **3.7.2.2 Structure Validity**

#### **3.8 Questionnaire Reliability**

#### **3.9 Statistical Methods**

### 3.1 Introduction

This chapter describes the used methodology in this research. It describes the strategy to analyze the impact of bureaucracy on public service delivery from the perspective of public servants. This chapter will also highlight the research population and the response rate. The chapter includes: data collection resources, research population, pilot study, content validity, questionnaire reliability and the used statistical tests.

### 3.2 Data Collection Resources

In order to achieve the research objectives, two essential data collection resources were used, which are:

- **Primary Resources:** in order to address the analytical aspects of the research theme, the research resorted to collect the primary data through the questionnaire as a main tool, which is designed especially to meet the research objectives. This questionnaire was distributed among the study population, (68) employees working at the authority of territories in Gaza in order to get their opinions about examining the impact of bureaucracy on public service delivery on governmental institutions in Gaza. (3) Administrations were subjected to the study because they are the only ones that have a direct contact with citizens. These administrations include: Public administration of land and estate registration (Tabu), Public administration of survey and Public administration of Government properties.
- **Secondary Resources:** in order to address the theoretical background of the study, it has been found on the secondary data collection resources, the likes of the research theme and finally by surfing the internet to the related websites.

### 3.3 Research Method

This research has used the descriptive analytical approach which tries to describe and evaluate the role of bureaucracy on public service delivery in governmental institutions in Gaza. This approach satisfies the research goals in order

to compare and evaluate the results, raising our hopes to publicize a meaningful content to support the available knowledge of the research theme.

### 3.4 Research Population and Sample Size

The population of this study is the public employees in the authority of territories in Gaza. I choose this slide of community to apply may study because:

The ordinary citizen will not be able to answer the questioner questions, he will not be able to understand the words like bureaucracy, organizational structure and management by role.

The research has focused on the staff who have a direct communication with people, these employees exist in three places in the authority of territories (the impact of bureaucracy on public service delivery From the Public Servant Perspective) because it discussed bureaucracy on public service delivery from the perspective of public servants. A comprehensive survey method was used to apply this study on the authority of territories in Gaza, in which this population consists of (68) employees we take (66) employee of them who have a direct deal with people to apply our study. Table (3.1) shows the study population’s land authority in Gaza.

**Table (3.1)**

**Research Population’s land authority in Gaza**

<b>Governmental Institution</b>	<b>No.</b>
Public administration of land and estate registration (Tabu)	19
Public administration of survey	26
Public administration of Government properties	21
Department of Finance	7
Department of Administrative Affairs	15
Department of Legal Affairs	6
Public Relations Department	9
<b>Total</b>	<b>103</b>

Table (3.2) shows the study population’s job title representation.

**Table (3.2)**

**Research Population's Job Title Representation**

<b>Job Title</b>	<b>Frequency</b>	<b>Percent (%)</b>
General Director	0	0
Director	10	15.6
Chief Department	13	20.3
Chief Branch	7	10.9
Specialized job	24	37.5
Technical job	10	15.6
Total	64	100.0

### **3.3 Questionnaire Contents**

The study questionnaire consists of three parts as the following.

**The First Part** is a group of the personal characteristics of the respondents and contains (4) questions.

**The Second Part** is related to the independent variables which actually are the 6 fields of bureaucracy. These fields are as the following:

- i. Clarity of Organizational Structure:** this field contains (7) items.
- ii. Job specialization:** this field contains (9) items.
- iii. Management by roles:** this field contains (12) items.
- iv. Technical competence of employees:** this field contains (10) items. 4
- v. Misuse of Power absence:** this field contains (7) items.
- vi. Formal and informal communications in the organization:** this field contains (9) items.

**The Third Part** is related to the dependent variable which is the effectiveness of service delivery to citizens in Gaza, and contains (11) items.

Thus, the total number of the questions was (65). The respondent can answer the questionnaire item by assigning it with a number from one to ten indicating his/her acceptance degree of this item, where (10) represents the highest acceptance degree about an item and (1) represents the lowest acceptance degree about it.

#### **4.7 Pilot Study**

To conduct the pilot study, (30) questionnaires were distributed to an exploratory sample during October, 2014 in order to examine the questionnaire validity and reliability. After ensuring the questionnaire validity and reliability, the researcher had distributed the questionnaire to the residual (68) employees of the population, where (66) questionnaire were received and two of them were excluded because they were invalid and did not satisfy the required conditions. Thus, the total number of questionnaires subjected to the study and the statistical analysis in the next chapter is (64) questionnaires representing (94.11%) of the study population. The most important characteristics of the study population are explained in the next chapter in detail.

#### **.7 Questionnaire Validity**

##### **4.8.2 Scale Validity**

Consists of the internal validity and the structure validity as what will be explained next. To insure the validity of the questionnaire, two statistical analysis tests should be applied. The first statistical analysis test is the internal validity test (Pearson Test), which measures the correlation coefficient between each item in the field and the whole field. The second statistical analysis test is the structure validity test (Pearson Test), which used to test the validity of the questionnaire structure and the appropriateness of it to satisfy the study purpose and achieve the research objective by testing the validity of each field and the validity of the whole questionnaire. It measures the correlation coefficient between one field and all fields of the questionnaire that have the same level of similar scale.

#### 4.8.2.1 Internal Validity (internal consistency)

Internal validity of the questionnaire was evaluated after conducting a pilot study by an exploratory sample, which consisted of thirty questionnaires, by measuring the correlation coefficients between each item in one field and the whole field. The following tables, from Table (3) through Table (13) show the correlation coefficients and p-values for each field items.

As shown in Table (3.3), the correlation coefficients between each item from the first field *“Clarity of Organizational Structure”* and the whole field are located between (0.882) and (0.633) which are high enough to be valid. These correlation coefficients indicate the correlation significance at level ( $\alpha = 0.01$ ) where all p-values are less than (0.01), so it can be said that the items of this field are consistent and valid to measure what they were set for.

**Table (3.3)**

**The correlation coefficient between each item (question) in the field and the whole field**

**The first field: *“Clarity of Organizational Structure”***

No.	Item (question)	Pearson correlation coefficient	P-value (sig.)
1	There is a clear follow-able organizational structure	0.812**	0.000
2	The organization has a clear organizational structure Accredited by the competent authorities	0.787**	0.000
3	The organizational structure complies with the general objectives of the organization	0.838**	0.000
4	The organizational structure of the organization complies with its kind and tasks of organization works	0.737**	0.000
5	The organizational structure facilitates getting the work done	0.633**	0.000
6	The lines of authority superiors and subordinates are obvious	0.882**	0.000
7	Files procedures are obvious	0.783**	0.000

\*\* (Indicates Correlation Significance at  $\alpha = 0.01$ ).

As shown in Table (3.4), the correlation coefficients between each item from the second field “*Job specialization*” and the whole field are located between (0.805) and (0.615) which are high enough to be valid, These correlation coefficients indicate the correlation significance at level ( $\alpha = 0.01$ ) where all p-values are less than (0.01), so it can be said that the items of this field are consistent and valid to measure what they were set for.

**Table (3.4)**

**The correlation coefficient between each item (question) in the field and the whole field**

**The second field: *Job specialization***

No.	Item (question)	Pearson correlation coefficient	P-value (sig.)
1	There are overlaps among organization units	0.706**	0.008
2	Employee's qualifications in the ministry are compatible with their job	0.805**	0.000
3	There are defines of specialties and authorities for the employee in the organization	0.768**	0.000
4	Employees qualifications match job description in the organizational structure	0.724**	0.000
5	Numbers of employees in the organization is sufficient to perform the different Jobs	0.736**	0.000
6	It takes short time to get files done in the organization	0.615**	0.000
7	Files and procedures in the organization are achieved in easy and simplified way	0.648**	0.000
8	The employee knows how to achieve work procedure in detail	0.721**	0.000
9	The employee believes that his authorities complies with his responsibilities	0.799**	0.000

\*\* (Indicates Correlation Significance at  $\alpha = 0.01$ )

As shown in Table (3.5), the correlation coefficients between each item from the second field “*management by roles*” and the whole field are located between (0.886)

and (0.632) which are high enough to be valid. These correlation coefficients indicate the correlation significance at level ( $\alpha = 0.01$ ) where all p-values are less than (0.01), so it can be said that the items of this field are consistent and valid to measure what they were set for.

**Table (3.5)**

**The correlation coefficient between each item (question) in the field and the whole field**

**The third field: *management by roles***

No.	Item (question)	Pearson correlation coefficient	P-value (sig.)
1	There are obvious laws and regulations control work progress in the organization	0.864**	0.001
2	Employees have the necessary legal authority to take work-related decisions	0.864**	0.001
3	Employees have commitment and adherence to the laws and regulations of work	0.739**	0.000
4	Employees are committed to execute transactions without any predilection	0.707**	0.000
5	There is a periodic review of work laws to fit societal changes	0.774**	0.000
6	Work laws were oriented and explained to employees before practicing it	0.739**	0.000
7	There are unity and agreement among law vocabularies	0.886**	0.000
8	Employee holds accountable for non-adherence to implement law work	0.689**	0.000
9	Preparing plans and programs according to provision of law in force	0.702**	0.000
10	Employees have an understanding to regulations and laws	0.645**	0.000
11	There is high transparency in solving problems	0.632**	0.000
12	Samples and documents of transition procedures are available	0.703**	0.000

\*\* (Indicates Correlation Significance at  $\alpha = 0.01$ )

As shown in Table (3.6), the correlation coefficients between each item from the second field “*Technical competence of employees*” and the whole field are located between (0.803) and (0.628) which are high enough to be valid. These correlation coefficients indicate the correlation significance at level ( $\alpha = 0.01$ ) where all p-values are less than (0.01), so it can be said that the items of this field are consistent and valid to measure what they were set for.

**Table (3.6)**

**The correlation coefficient between each item (question) in the field and the whole field**  
**The forth field: *Technical competence of employees***

No.	Item (question)	Pearson correlation coefficient	P-value (sig.)
1	The employee is highly clean and looks with good appearance	0.656**	0.000
2	The employee has primary a keen interest to provide service in a proper way	0.628**	0.000
3	The employee is committed to provide service in specified time	0.679**	0.000
4	The employee has always a desire to help the citizens	0.803**	0.000
5	The employee faces a lot of troubles when he deals with the citizens	0.674	0.000
6	The employee has sufficient information to answer citizen's questions and inquires	0.661**	0.000
7	The employee exerts great efforts to achieve works in a correct way	0.682**	0.000
8	The employee feels that other employees understand citizens' demands easily	0.750**	0.000
9	Complaints Department receives many files from citizens	0.622*	0.000
10	The employee feels that he knows his role in the organization accurately.	0.735**	0.000

\*\* (Indicates Correlation Significance at  $\alpha = 0.01$ )

As shown in Table (3.7), the correlation coefficients between each item from the second field “*Misuse of Power absence*” and the whole field are located between (0.854) and (0.650) which are high enough to be valid. These correlation coefficients indicate the correlation significance at level ( $\alpha = 0.01$ ) where all p-values are less than (0.01), so it can be said that the items of this field are consistent and valid to measure what they were set for.

**Table (3.7)**

**The correlation coefficient between each item (question) in the field and the whole field**

**The fifth field: *Misuse of Power absence***

No.	Item (question)	Pearson correlation coefficient	P-value (sig.)
1	The organization considers citizens' interest as a top priority	0.833*	0.017
2	The behavior of employees regarding their dealings with citizens is smart	0.733*	0.017
3	The citizen feels unfair and injustice	0.854	0.000
4	The employee perform his assigned tasks neutrally	0.811**	0.000
5	Employees deal with citizens with an obvious favoritism	0.650**	0.000
6	All administrative decision are implemented on citizens without any exception	0.693**	0.000
7	Performing work and fulfillment of employee needs depend on personal relationships	0.728*	0.018

\*\* (Indicates Correlation Significance at  $\alpha = 0.01$ )

As shown in Table (3.8), the correlation coefficients between each item from the second field “*Formal and informal communications in the organization*” and the whole field are located between (0.850) and (0.628) which are high enough to be valid. These correlation coefficients indicate the correlation significance at level ( $\alpha =$

0.01) where all p-values are less than (0.01), so it can be said that the items of this field are consistent and valid to measure what they were set for.

**Table (3.8)**

**The correlation coefficient between each item (question) in the field and the whole field**

**The sixth field: *Formal and informal communications in the organization***

No.	Item (question)	Pearson correlation coefficient	P-value (sig.)
1	There is an easy coordination with other employees to accomplish works	0.850**	0.000
2	Employees depend on set of various communications to accomplish the tasks	0.802**	0.005
3	The used communications systems in the ministry are evident	0.782**	0.000
4	Communications inside the organization are going in every direction	0.831**	0.000
5	The administration relies on using modern communication means	0.726**	0.000
6	citizens are able to raise inquiries to the organization in different remotely ways	0.628**	0.000
7	The organization is characterized with quickly responding on citizens correspondences and deal with their various demands	0.759**	0.001
8	Citizens' access to intended offices to get their transaction done is easy	0.829**	0.000
9	the relations between departments are specific and obvious for all through written laws and regulations	0.780**	0.000

\*\* (Indicates Correlation Significance at  $\alpha = 0.01$ )

As shown in Table (3.9), the correlation coefficients between each item from the second field *“The effectiveness of service delivery”* and the whole field are located between (0.876) and (0.612) which are high enough to be valid. These correlation

coefficients indicate the correlation significance at level ( $\alpha = 0.01$ ) where all p-values are less than (0.01), so it can be said that the items of this field are consistent and valid to measure what they were set for.

**Table (3.9)**

**The correlation coefficient between each item (question) in the field and the whole field**

**The second part: *The effectiveness of service delivery***

<b>No.</b>	<b>Item (question)</b>	<b>Pearson correlation coefficient</b>	<b>P-value (sig.)</b>
1	The organization provide a high quality service	0.876**	.008
2	The duration of providing service is too long	0.618*	0.022
3	The employee exert great efforts in the process of providing service to citizens,	0.649**	0.000
4	The citizen exert great efforts to get the service	0.791**	0.001
5	The service is rather expensive	0.678**	0.000
6	The organization provide service to the citizens correctly from the first time	0.771**	0.009
7	The organization stand responsible for any mistake during the process of providing the service	0.612**	0.000
8	The organization is equipped with waiting seats for citizens	0.703**	0.000
9	Signboards are available in the organization to indicate the right place of providing service	0.775**	0.000
10	Citizens wait for long time to get the service	0.783**	0.007
11	Employee behavior roots trust in the mind of citizens	0.663	0.001

\*\* (Indicates Correlation Significance at  $\alpha = 0.01$ )

#### 4.8.2.2 Structure Validity

Structure validity is the second statistical analysis test that was used to evaluate the validity of the questionnaire structure and the appropriateness of it to satisfy the study purpose and to achieve the research objective by testing the validity of each field and the validity of the whole questionnaire. It measures the correlation coefficient between one field and all fields of the questionnaire that have the same level of a similar scale.

As shown in Table (3.10), the correlation coefficients between each field and the whole questionnaire are located between (0.692) and (0.891) which are high enough to be valid. These correlation coefficients indicate the correlation significance at level ( $\alpha = 0.01$ ) where all p-values are less than (0.01), so it can be said that the fields of the questionnaire are consistent and valid to measure what they were set for to achieve the study objective.

**Table (3.10)**  
**Structure Validity of the Questionnaire**

<b>No.</b>	<b>Field</b>	<b>Pearson correlation coefficient</b>	<b>P-value (sig.)</b>
1	<b>Clarity of Organizational Structure</b>	0.692**	0.001
2	<b>Job specialization</b>	0.781**	0.000
3	<b>management by roles</b>	0.870**	0.000
4	<b>Technical competence of employees</b>	0.775**	0.008
5	<b>Misuse of Power absence</b>	0.763**	0.001
6	<b>Formal and informal communications in the organization</b>	0.793**	0.000
7	<b>The effectiveness of service delivery to citizens</b>	0.891**	0.000

\*\* (Indicates Correlation Significance at  $\alpha = 0.01$ )

#### 4.9 Questionnaire Reliability

Reliability of a questionnaire is the degree of consistency in which it measures the level of consistency of the questionnaire results if it will be distributed several times under the same conditions. In other words, questionnaire reliability means that the questionnaire will give the same results if it will be distributed several times to the study sample in specific time periods. For the most purposes reliability coefficient above 0.7 is considered satisfactory.

The Cronbach's Alpha statistical test was used to measure the questionnaire reliability. The Alpha values of each field and for all questionnaire items were calculated using Cronbach's Alpha test. As illustrated in Table (3.11), Cronbach's Alpha coefficients are located between (0.615) and (0.902) which are high enough to ensure the reliability of the questionnaire. In addition, the Cronbach's Alpha coefficient for all questionnaire items is (0.902) which also is high to ensure the reliability of the questionnaire.

**Table (3.11)**

**Cronbach's Alpha for Reliability**

<b>No.</b>	<b>Field</b>	<b>No. of Items</b>	<b>Cronbach's Alpha coefficient</b>
1	<b>Clarity of Organizational Structure</b>	7	0.890
2	<b>Job specialization</b>	9	0.866
3	<b>management by roles</b>	12	0.902
4	<b>Technical competence of employees</b>	10	0.823
5	<b>Misuse of Power absence</b>	7	0.615
6	<b>Formal and informal communications in the organization</b>	9	0.876
7	<b>The effectiveness of service delivery to citizens</b>	11	0.774
	All Questionnaire Items (questions)	65	0.955

It is clear from the previous analytical results that the questionnaire as shown in Appendix (2) was valid and reliable to pursue distributing it among the study sample and to rely on it in answering the study questions and analyzing its hypothesis.

## **CHAPTER (4)**

### **DATA ANALYSIS AND DISCUSSION**

#### **4.1 Introduction**

#### **4.2 Normality Distribution Test**

#### **4.3 Data Analysis**

##### **4.3.1 Sample Characteristics**

##### **4.3.2 Study Fields Analysis**

###### **4.3.2.1 Analysis of Information Security Management Fields**

###### **4.3.2.2 Analysis of Electronic Management Field**

##### **4.3.3 Hypothesis Testing**

###### **4.3.3.1 First Main Hypothesis Testing and testing its sub-hypothesis**

###### **4.3.3.2 Second Main Hypothesis Testing and testing its sub-hypothesis**

## 4.1 Introduction:

This chapter highlights the statistical techniques were used in analyzing this research data and finding out the appropriate answers to the study questions. In addition, this chapter describes the used techniques in testing the research hypothesis. This chapter also highlights the characteristics of research population.

## 4.2 Normality Distribution Test

One Sample Kolmogorov-Smirnov test was used to identify if the study questionnaire data follows the normal distribution or not, this test is considered necessary in the case of testing hypotheses as most Parametric Tests stipulate data to be normally distributed.

**Table (4.1)**  
**One Sample Kolmogorov-Smirnov Test**

No.	Field	No. of Items	P-value (sig.)
1	Elements of Bureaucracy	54	0.200
2	The effectiveness of service delivery	11	0.056
3	All Fields of the Questionnaire	65	0.200

Table (4.1) clarifies that the calculated sig. (p-values) for the questionnaire fields were greater than the significance level at ( $\alpha = 0.05$ ), (p-value > 0.05). This in turn indicated that the study data followed the normal distribution, and so the Parametric Tests were used in analyzing the study hypothesis and finding the appropriate answers for its questions.

## 4.3 Data Analysis:

### 4.3.1 Sample Characteristics:

This section introduces the descriptive statistics of the study respondents' characteristics (sample characteristics). These sample characteristics include: their qualification, specialty, age, job title, experience and the governmental institution they belong to. This descriptive statistical analysis was done using the available data in the first part of the study questionnaire as illustrated in Appendix (B).

#### 4.3.1.2 Respondents' Level of Qualification:

**Table (4.2)**  
**Respondents' Level of Qualification Representation**

Level of Qualification	Frequency	Percent (%)
Diploma or less	26	40
Bachelor	33	51.6
Master	5	7.8
Total	64	100.0

Table (4.2) illustrates that (51.6%) of the respondents are having the bachelor degree, and (40%) of them are having the diploma degree, and (7.8%) of them are having the master degree. From the concluded result, it is clear that most of the respondents are well educated and having the bachelor and master degrees. This result reflects the government interest in choosing its employees. This result is greater than what Diab (2012) has concluded that (28.8%) were having the bachelor degree in his study about the measuring the quality of service introduce in the Jordanian public hospitals, and less than what Al-Gazaery & Mohammed (2010) has concluded that (61.6%) were having the bachelor degree in his study about the measuring and evaluating the quality of service introduced.

#### 4.3.1.4 Respondents' Age:

**Table (4.3)**  
**Respondents' Age Representation**

Age	Frequency	Percent (%)
Less than 25	10	15.6
25 to less than 35	33	51.6
35 to less than 45	11	17.2
45 and older	10	15.6
Total	64	100.0

Table (4.3) illustrates that (67.2%) of the respondents are less than (35) years old and (17.2%) of them are between (35) to (45) years old. This reflects the youth participation among the work force in governmental institutions.

#### 4.3.1.5 Respondents' Job Title:

**Table (4.4)**  
**Respondents' Job Title Representation**

<b>Job Title</b>	<b>Frequency</b>	<b>Percent (%)</b>
General Director	0	0
Director	10	15.6
Chief Department	13	20.3
Chief Branch	7	10.9
Specialized job	24	37.5
Technical job	10	15.6
Total	64	100.0

Table (4.4) illustrates that (15.6%) of them are Directors, and (2.3%) of them are Chiefs of Departments, and (10.9%) of them are Chief Branch, and (37.5%) of them are Specialized job, while (15.6) of them are Technical job. This reflects the diversity of job titles among the respondents.

#### 4.3.1.6 Respondents' Experience:

**Table (4.5)**  
**Respondents' Experience Representation**

<b>Experience</b>	<b>Frequency</b>	<b>Percent (%)</b>
Less than 2 years	13	20.3
2 years to less than 6 years	23	35.9
6 years to less than 10 years	20	31.3
10 years and more	8	12.5
Total	144	100.0

Table (4.5) illustrates that (20.3%) of the respondents have experience less than (2) years, and (35.9%) of them have experience between (2) and (6) years while (43.8%) of them have experience more than (6) years. This clarifies that about half of the respondents have experience less than (4) years. This result could be attributed to the government efforts to fill the available vacancies after the Palestinian division events.

### 4.3.2 Study Fields Analysis

In order to answer the study questions, the research used One-Sample T test in analyzing the questionnaire fields related to the study questions. One-Sample T test was used to determine the statistical mean of each item (question) in the field and compare it with the neutrality degree of (6). The result of this test determined if the response to an item of the questionnaire fields was equal to the neutrality degree of (6) or differed than it significantly.

**Null Hypothesis:** The tested item response mean is equal to (6) which is corresponding to the chosen neutrality degree on the used scale to answer the questionnaire items which is from (1) indicating the minimum degree of acceptance on the item content through (10) indicating the maximum degree of acceptance on the item content. This could be confirmed if the sig. (p-value) was greater than the significance level at ( $\alpha = 0.05$ ) this implies that the response mean of the study sample approached the neutrality degree of (6). This result corresponds to accept the null hypothesis and reject the alternative one.

**Alternative Hypothesis:** The tested item response mean differs than (6) which is the chosen neutrality degree on the used scale to answer the questionnaire items. This could be confirmed if the sig. (p-value) was less than or equaled the significance level at ( $\alpha = 0.05$ ), this implies that the response mean of the study sample differed significantly than the neutrality degree of (6). This result corresponds to reject the null hypothesis and accept the alternative one. In this case, the sign of One-Sample T test value determined whether the response mean was greater or less than the neutrality degree of (6) significantly. If the sign of One-Sample T test value was positive, this revealed that the response mean was greater than the neutrality degree of (6) and the opposite is correct.

The items (questions) of each field in the questionnaire were ranked in descending order according to the acceptance degree, where the rank (1) represents the item that has the highest acceptance degree.

### 4.3.2.1 Analysis of the Elements of Bureaucracy

Tables (4.6) to (4.13) illustrate the results of using One-Sample T test in analyzing each item in the fields of information security management.

#### 4.3.2.1.1 First Element: Clarity of Organizational Structure

**Table (4.6)**  
One-Sample T test mean and P-value (sig.) of the first field: Clarity of Organizational Structure

No.	Item (question)	Mean	Weight Mean	P-value (sig.)	Test Value (T)	Order
1	There is a clear follow-able organizational structure	6.63	66.3	0.022	2.343	6
2	The organization has a clear organizational structure Accredited by the competent authorities	7.06	70.6	0.000	4.471	1
3	The organizational structure complies with the general objectives of the organization	6.83	68.3	0.001	3.401	2
4	The organizational structure of the organization complies with its kind and tasks of organization works	6.64	66.4	0.011	2.622	5
5	The organizational structure facilitates getting the work done	6.53	65.3	0.064	1.886	7
6	The lines of authority superiors and subordinates are obvious	6.77	67.7	0.013	2.550	3
7	Files procedures are obvious	6.69	66.9	0.027	2.258	4
All the items of the field		6.73	67.30	0.000	3.982	

(Statistical Significance at level  $\alpha = 0.05$ )

Table (4.6) shows the respondents' opinions towards the items of the first field "*Clarity of Organizational Structure*" as they are ranked in a descending order according to the acceptance degree, where the rank (1) represents the item that has the highest acceptance degree. The following facts could be concluded:

- The statistical mean for item (2) equals (7.06), the weight mean equals (70.60%) and the sig. (p-value) equals (0.000), which shows statistical significance and that the response level of this item is greater than the

neutrality degree of (6). This implies that the respondents agree that “*There is Clear of Organizational Structure*”. This result agrees with what Al-Aluh (2006) has found in his study about the Evolution of the organizational structure for Palestinian ministries.

- The statistical mean for item (5) equals (6.53), the weight mean equals (65.30%) and the sig. (p-value) equals (0.064) greater than ( $\alpha = 0.05$ ), which does not show statistical significance and reveals that the response mean of this item does not differ significantly than the neutrality degree of (6). This result agrees with what Al-Aluh (2006) has found in his study about the Evolution of the organizational structure for Palestinian ministries.

In general, the statistical mean for the whole field “Clarity of Organizational Structure” equals (6.73), the weight mean equals (67.30%) and the sig. (p-value) equals (0.000) less than ( $\alpha = 0.05$ ), which shows statistical significance and that the response level of this field is greater than the neutrality degree of (6). This indicates that the respondents agree with the field “Clarity of Organizational Structure”. This result disagrees with what Al-Egla (2009) has found in his study about the administrative creativity and its relationship with job performance for the ministry's managers in Gaza strip.

- This result also disagrees with what Al-Fara (2008) has found in his study that the hierarchal structure does not support the performance and innovation.

#### 4.3.2.1.2 Second Element: Job specialization

**Table (4.7)**  
**One-Sample T test mean and P-value (sig.) of the second field: Job specialization**

No.	Item (question)	Mean	Weight Mean	P-value (sig.)	Test Value (T)	Order
1	There are overlaps among organization units	5.91	59.10	0.759	-0.308	4
2	Employee's qualifications in the ministry are compatible with their job	5.70	57.00	0.343	-0.955	6
3	There are defines of specialties and authorities for the employee in the organization	6.34	63.40	0.256	1.147	2
4	Employees qualifications match job description in the organizational structure	5.73	57.30	0.394	-0.858	5
5	Numbers of employees in the organization is sufficient to perform the different Jobs	4.27	42.70	0.000	-6.291	9
6	It takes short time to get files done in the organization	5.58	55.80	0.211	-1.263	8
7	Files and procedures in the organization are achieved in easy and simplified way	5.75	57.50	0.445	-0.769	7
8	The employee knows how to achieve work procedure in detail	6.92	69.20	0.003	3.100	1
9	The employee believes that his authorities complies with his responsibilities	6.09	60.90	0.753	0.317	3
All the items of the field		5.812	58.12	0.349	-0.944	

(Statistical Significance at level  $\alpha = 0.05$ )

Table (4.7) shows the respondents' opinions towards the items of the second field "**Job specialization**". The following facts could be concluded:

- The statistical mean for item (2) equals (6.92), the weight mean equals (69.20%) and the sig. (p-value) equals (0.003) smaller than ( $\alpha = 0.05$ ), which shows statistical significance and that the response level of this item is greater than the neutrality degree of (6).
- This result agrees with the study of Al-Shanty (2006) has found in his study about The impact of organizational climate on the performance of human

resources that said there is a significant effect of Job specialization on the performance of the organization. Which shows statistical significance and that the response level of this item is greater than the neutrality degree of (6).

- The statistical mean for item (5) equals (4.27), the weight mean equals (42.70%) and the sig. (p-value) equals (0.000) less than ( $\alpha = 0.05$ ), which shows statistical significance and that the response level of this item is less than the neutrality degree of (6).
- In general, the statistical mean for the whole field "*The Job specialization*" equals (5.812), the weight mean equals (58.12%) and the sig. (p-value) equals (0.349) greater than ( $\alpha = 0.05$ ), which does not show statistical significance and that the response level of this field does not differ significantly to the neutrality degree of (6).

#### 4.3.2.1.3 Third Element: management by roles

**Table (4.8)**  
**One-Sample T test mean and P-value (sig.) of the third field: management by roles**

No.	Item (question)	Mean	Weight Mean	P-value (sig.)	Test Value (T)	Order
1	There are obvious laws and regulations control work progress in the organization	6.73	67.30	0.012	2.597	6
2	Employees have the necessary legal authority to take work-related decisions	6.08	60.80	0.777	0.284	8
3	Employees have commitment and adherence to the laws and regulations of work	6.88	68.80	0.001	3.507	5
4	Employees are committed to execute transactions without any predilection	6.52	65.20	0.079	1.786	12
5	There is a periodic review of work laws to fit societal changes	5.95	59.50	0.875	-0.158	10
6	Work laws were oriented and explained to employees before practicing it	5.72	57.20	0.381	-0.883	11
7	There are unity and agreement among law vocabularies	6.03	60.30	0.917	0.104	9
8	Employee holds accountable for non-adherence to implement law work	7.34	73.40	0.000	5.169	2
9	Preparing plans and programs according to provision of law in force	7.36	73.60	0.000	5.634	1
10	Employees have an understanding to regulations and laws	6.97	69.70	0.001	3.552	3
11	There is high transparency in solving problems.	6.52	65.20	0.106	1.641	7
12	Samples and documents of transition procedures are available	6.94	69.40	0.002	3.192	4
All the items of the field		6.59	65.90	0.004	3.031	

(Statistical Significance at level  $\alpha = 0.05$ )

- The statistical mean for item (8) equals (7.34), the weight mean equals (63.40%) and the sig. (p-value) equals (0.000) smaller than ( $\alpha = 0.05$ ), which

shows statistical significance and that the response level of this item is greater than the neutrality degree of (6).

- This result agrees with what yseen, Shuqdam, Suary & Elmasry (2011) has found in there study about The impact of management development on job performance in government ministries Operating in Nablus which shows statistical significance and that the response level of this item is greater than the neutrality degree of (6).

- The statistical mean for item (5) equals (5.52), the weight mean equals (55.20%) and the sig. (p-value) equals (0.079) greater than ( $\alpha = 0.05$ ), which does not show statistical significance and that the response level of this field does not differ significantly to the neutrality degree of (6).

- In general, the statistical mean for the whole field “management by roles” equals (6.59), the weight mean equals (65.90%) and the sig. (p-value) equals (0.004) less than ( $\alpha = 0.05$ ), which shows statistical significance and that the response level of this item is less than the neutrality degree of (6).

#### 4.3.2.1.4 Fourth Element: Technical competence of employees

**Table (4.9)**  
One-Sample T test mean and P-value (sig.) of the fourth field: Technical competence of employees

No.	Item (question)	Mean	Weight Mean	P-value (sig.)	Test Value (T)	Order
1	The employee is highly clean and looks with good appearance	7.59	75.90	0.000	7.513	1
2	The employee has primary a keen interest to provide service in a proper way	7.03	70.30	0.000	4.077	4
3	The employee is committed to provide service in specified time	6.53	65.30	0.043	2.069	9
4	The employee has always a desire to help the citizens	7.25	72.50	0.000	4.645	5
5	The employee faces a lot of troubles when he deals with the citizens	7.14	71.40	0.000	4.025	6
6	The employee has sufficient information to answer citizens questions and inquires	7.47	74.70	0.000	6.150	2
7	The employee exerts great efforts to achieve works in a correct way	6.88	68.80	0.002	3.213	8
8	The employee feels that other employees understand citizens' demands easily	7.00	70.00	0.000	4.513	7
9	Complaints Department receives many files from citizens	5.91	59.10	0.753	-0.317	10
10	The employee feels that he knows his role in the organization accurately	7.20	72.0	0.000	5.218	4
All the items of the field		7.00	70.00	0.000	6.237	

(Statistical Significance at level  $\alpha = 0.05$ )

- The statistical mean for item (1) equals (7.59), the weight mean equals (75.90%) and the sig. (p-value) equals (0.000) smaller than ( $\alpha = 0.05$ ), which shows statistical significance and that the response level of this item is greater than the neutrality degree of (6). This implies that the respondents agree that

that This result agrees with what yseen, Shuqdum, Suary & Elmasry (2011) has found in there study about The impact of management development on job performance in government ministries Operating in Nablus which shows statistical significance and that the response level of this item is greater than the neutrality degree of (6).

- The statistical mean for item (9) equals (5.91), the weight mean equals (59.10%) and the sig. (p-value) equals (0.753) greater than ( $\alpha = 0.05$ ), which shows statistical significance and that the response level of this item is less than the neutrality degree of (6).
- In general, the statistical mean for the whole field "*Technical competence of employees*". Equals (7.00), the weight mean equals (70.00%) and the sig. (p-value) equals (0.000) less than ( $\alpha = 0.05$ ), which shows statistical significance and that the response level of this field greater the neutrality degree of (6).

#### 4.3.2.1.5 Fifth Element: Misuse of Power absence

**Table (4.10)**  
**One-Sample T test mean and P-value (sig.) of the fifth field: Misuse of Power absence**

No.	Item (question)	Mean	Weight Mean	P-value (sig.)	Test Value (T)	Order
1	The organization considers citizens' interest as a top priority	6.69	66.9	0.050	1.997	3
2	The behavior of employees regarding their dealings with citizens is smart	6.83	68.3	0.001	3.415	2
3	The citizen feels unfair and injustice	6.27	62.7	0.425	0.804	5
4	The employee perform his assigned tasks neutrally	6.86	68.6	0.001	3.426	1
5	Employees deal with citizens with an obvious favoritism	6.14	61.4	0.678	0.417	6
6	All administrative decision are implemented on citizens without any exception	6.53	65.3	0.110	1.623	4
7	Performing work and fulfillment of employee needs depend on personal relationships	6.06	60.6	0.836	0.208	7
All the items of the field		6.48	64.8	0.003	3.149	

(Statistical Significance at level  $\alpha = 0.05$ )

- The statistical mean for item (4) equals (6.56), the weight mean equals (65.60%) and the sig. (p-value) equals (0.001) smaller than ( $\alpha = 0.05$ ), which shows statistical significance and that the response level of this item is greater than the neutrality degree of (6). This implies that the respondents agree that that This result agrees with what yseen, Shuqdum, Suary & Elmasry (2011) has found in there study about The impact of management development on job performance in government ministries Operating in Nablus which shows statistical significance and that the response level of this item is greater than the neutrality degree of (6).

The statistical mean for item (7) equals (6.06), the weight mean equals (60.60%) and the sig. (p-value) equals (0.836) greater than ( $\alpha = 0.05$ ), which shows statistical significance and that the response level of this item is greater than the neutrality degree of (6).

In general, the statistical mean for the whole field "*Misuse of Power absence*". Equals (6.48), the weight mean equals (64.80%) and the sig. (p-value) equals (0.003) less than ( $\alpha = 0.05$ ), which shows statistical significance and that the response level of this item is greater than the neutrality degree of (6).

#### 4.3.2.1.6 Sixth Element: Formal and informal communications in the organization

**Table (4.11)**  
**One-Sample T test mean and P-value (sig.) of the sixth field: Formal and informal communications in the organization**

No.	Item (question)	Mean	Weight Mean	P-value (sig.)	Test Value (T)	Order
1	There is an easy coordination with other employees to accomplish works	6.63	66.3	0.035	2.155	7
2	Employees depend on set of various communications to accomplish the tasks	6.53	65.3	0.061	1.910	8
3	The used communications systems in the ministry are evident	7.11	71.1	0.000	4.813	1
4	Communications inside the organization are going in every direction	6.86	68.6	0.000	3.786	5
5	The administration relies on using modern communication means	7.06	70.6	0.000	4.321	2
6	citizens are able to raise inquiries to the organization in different remotely ways	6.64	66.4	0.027	2.264	6
7	The organization is characterized with quickly responding on citizens correspondences and deal with their various demands	6.16	61.6	0.566	0.576	9
8	Citizens' access to intended offices to get their transaction done is easy	6.91	69.1	0.001	3.615	4
9	the relations between departments are specific and obvious for all through written laws and regulations	6.97	69.7	0.000	4.511	3
All the items of the field		6.76	67.6	0.000	4.114	

(Statistical Significance at level  $\alpha = 0.05$ )

- The statistical mean for item (3) equals (7.11), the weight mean equals (71.10%) and the sig. (p-value) equals (0.000) smaller than ( $\alpha = 0.05$ ), which shows statistical significance and that the response level of this item is greater than the neutrality degree of (6). This implies that the respondents agree that This result disagrees with what Tabash (2008) has

found in his study about The role of managerial communication systems and techniques in the service of decision making. "An application on Ministry of Education in Gaza Strip". Which shows statistical significance and that the response level of this item is greater than the neutrality degree of (6).

- The statistical mean for item (7) equals (6.16), the weight mean equals (61.60%) and the sig. (p-value) equals (0.566) greater than ( $\alpha = 0.05$ ), which shows statistical significance and that the response level of this item is greater than the neutrality degree of (6).
- In general, the statistical mean for the whole field "*formal and informal communications in the organization*". Equals (6.76), the weight mean equals (67.60%) and the sig. (p-value) equals (0.000) smaller than ( $\alpha = 0.05$ ), which shows statistical significance and that the response level of this item is greater than the neutrality degree of (6). This indicates that the respondents agree with "*formal and informal communications in the organization*". This result disagrees with what Hammuda (2010) has found in his study about The effects of the organizational climate on the workers creativity at Al-Shifa medical compound which shows statistical significance and that the response level of this item is smaller than the neutrality degree of (6).

#### 4.3.2.1.7: Overall Elements of Bureaucracy

**Table (4.12)**

**One-Sample T test mean and P-value (sig.) of the overall Elements of Bureaucracy**

No.	Field	Mean	Weight Mean	P-value (sig.)	Test Value (T)	Order
1	Clarity of Organizational Structure	6.7344	67.3	0.000	3.982	3
2	Job specialization	5.8108	58	0.349	-0.944	6
3	Management by roles	6.5859	.1	0.004	3.031	4
4	Technical competence of employees	7.0000	65.8	0.000	6.237	1
5	Misuse of Power absence	6.4821	70.00	0.003	3.149	5
6	Formal and informal communications in the organization	6.7622	67.6	0.000	4.114	2
All Elements of Bureaucracy		6.56	65.6	.000	4.019	

(Statistical Significance at level  $\alpha = 0.05$ )

Table (4.12) shows the respondents' opinions towards the overall fields of Elements of Bureaucracy as they are ranked in a descending order according to the acceptance degree, where the rank (1) represents the field that has the highest acceptance degree. In general, the statistical mean for the whole fields equals (6.56), the weight mean equals (65.60%) and the sig. (p-value) equals (0.000) less than ( $\alpha = 0.05$ ), which shows that the overall response level with regard to these fields is greater than the neutrality degree of (6). This indicates that the respondents agree with Elements of Bureaucracy fields generally. On the other hand, there are clear weaknesses in one fields which is: "*job specification*". This fact requires the government to consider all areas within these fields and try to improve the potential drawbacks.

#### **4.3.2.2 Analysis of The effectiveness of service delivery**

Table (4.13) shows the respondents' opinions towards the items of the third part "*Effectiveness of service delivery*". The following facts could be concluded:

- The statistical mean for item (7) equals (7.09), the weight mean equals (70.90%) and the sig. (p-value) equals (0.001), less than ( $\alpha = 0.05$ ), which shows statistical significance and that the response level of this item is strongly greater than the neutrality degree of (6).

**Table (4.13)**

**One-Sample T test mean and P-value (sig.) of  
The third part: The effectiveness of service delivery**

<b>No .</b>	<b>Item (question)</b>	<b>Mean</b>	<b>Weight Mean</b>	<b>P-value (sig.)</b>	<b>Test Value (T)</b>	<b>Order</b>
1	The organization provide a high quality service.	6.53	65.3	0.083	1.763	6
2	The duration of providing service is too long	6.09	60.9	0.777	0.285	8
3	The employee exert great efforts in the process of providing service to citizens	6.48	64.8	0.051	1.994	7
4	The citizen exert great efforts to get the service	6.02	60.2	0.961	0.048	10
5	The service is rather expensive	5.73	57.3	0.348	- 0.945	11
6	The organization provide service to the citizens correctly from the first time	6.80	68.00	0.004	2.969	3
7	The organization stand responsible for any mistake during the process of providing the service	7.09	70.9	0.001	3.633	1
8	The organization is equipped with waiting seats for citizens	6.36	63.6	0.244	1.176	9
9	Signboards are available in the organization to indicate the right place of providing service	6.59	65.9	0.058	1.930	4
10	Citizens wait for long time to get the service	5.86	58.6	0.628	- 0.487	5
11	Employee behavior roots trust in the mind of citizens	7.03	70.3	0.000	3.672	2
All the items of the field		6.42	64.2	.007	2.797	

(Statistical Significance at level  $\alpha = 0.05$ )

### 4.3.3 Hypothesis Testing:

#### 4.3.3.1 First Main Hypothesis Testing and testing its sub-hypothesis:

The Pearson Correlation Coefficient test was used to examine the correlation significance in testing the first main hypothesis via its subsidiary ones as the following:

**Null Hypothesis:** There is no significant statistical correlation at level ( $\alpha = 0.05$ ) between the elements of applied bureaucracy and the level of service delivery to citizens Governmental Institutions in Gaza.

**Alternative Hypothesis:** There is a significant statistical correlation at level ( $\alpha = 0.05$ ) the elements of applied bureaucracy and the level of service delivery to citizens Governmental Institutions in Gaza..

If the sig. (p-value) was greater than the significance level at ( $\alpha = 0.05$ ), then we could not reject the null hypothesis and this reveals that there does not exist a significant statistical correlation between the elements of applied bureaucracy and the level of service delivery to citizens Governmental Institutions in Gaza. If the sig. (p-value) was less than or equaled the significance level at ( $\alpha = 0.05$ ), then we should reject the null hypothesis and accept the alternative one. This confirms that there exists a significant statistical correlation between the elements of applied bureaucracy and the level of service delivery to citizens Governmental Institutions in Gaza. Indeed, the Pearson Correlation Coefficient test was applied for each field of information security management separately.

##### 4.3.3.1.1 Sub-Hypothesis One Testing:

**Hypothesis One:** *There is a significant statistical correlation at level ( $\alpha = 0.05$ ) between the Clarity of Organizational Structure and the effectiveness of service delivery to citizens.*

This hypothesis was tested by applying the Pearson Correlation Coefficient test on the items of the first field “*Clarity of Organizational Structure*” and the items of the third part “*The effectiveness of service delivery to citizens*”.

**Table (4.14)**  
**The correlation coefficient between**  
*“Clarity of Organizational Structure” and “The effectiveness of service delivery to citizens”*

Field	Pearson correlation coefficient	P-value (sig.)
<b>Clarity of Organizational Structure</b>	0.298*	0.017

\* (Indicates Correlation Significance at  $\alpha = 0.05$ )

Table (4.14) shows that the correlation coefficient between *“Clarity of Organizational Structure”* and *“The effectiveness of service delivery to citizens”* equals (0.298), and the p-value (sig.) equals (0.017) which is less than ( $\alpha = 0.05$ ). This result confirms a positive relation indicating a statistical significance between *“Clarity of Organizational Structure”* and *“The effectiveness of service delivery to citizens”*. This result agrees with the study of Al-Luh (2006) that said there is a significant effect of Clarity of Organizational Structure on the performance of the organization.

It could be concluded from the last result that this positive relation is referred to the following points:

- There is a clear Organizational Structure in the organization support the service delivery in the organization.
- The existed Organizational Structure states how the organization follows an effective approach to manage service delivery.

#### **4.3.3.1.2 Sub-Hypothesis Two Testing:**

**Hypothesis Two:** *There is a significant statistical correlation at level ( $\alpha = 0.05$ ) between the Job specialization and the effectiveness of service delivery.*

This hypothesis was tested by applying the Pearson Correlation Coefficient test on the items of the second field *“Job specialization”* and the items of the third part *“The effectiveness of service delivery”*.

**Table (4.15)**  
**The correlation coefficient between**  
**“Job specialization” and “The effectiveness of service delivery”**

Field	Pearson correlation coefficient	P-value (sig.)
<b>Job specialization</b>	0.441**	0.000

\*\* (Indicates Correlation Significance at  $\alpha = 0.01$ ).

Table (4.15) shows that the correlation coefficient between “*Job specialization*” and “*The effectiveness of service delivery to citizens*” equals (0.441), and the p-value (sig.) equals (0.000) which is less than ( $\alpha = 0.05$ ). This result confirms a positive relation indicating a statistical significance between “*Job specialization*” and “*The effectiveness of service delivery to citizens*”. This result agrees with the study of Al-Shanty (2006) The impact of organizational climate on the performance of human resources that said there is a significant effect of Job specialization on the performance of the organization.

It could be concluded from the last result that this positive relation is referred to the following points:

- There is a clear division of tasks and duties performed by the institution.
- The employees know very well what is required from them to do the job correctly.
- The employees compatible with the nature of the work.

#### **4.3.3.1.3 Sub-Hypothesis Three Testing:**

**Hypothesis Three:** *There is a significant statistical correlation at level ( $\alpha = 0.05$ ) between the managements by roles and the effectiveness of service delivery.*

This hypothesis was tested by applying the Pearson Correlation Coefficient test on the items of the second field “*management by roles*” and the items of the third part “*The effectiveness of service delivery*”.

**Table (4.16)**  
**The correlation coefficient between**  
**“Administrative by law” and “The effectiveness of service delivery”**

Field	Pearson correlation coefficient	P-value (sig.)
<b>Administrative by law</b>	0.547**	0.000

\*\* (Indicates Correlation Significance at  $\alpha = 0.01$ )

Table (4.16) shows that the correlation coefficient between “*management by roles*” and “*The effectiveness of service delivery to citizens*” equals (0.547), and the p-value (sig.) equals (0.000) which is less than ( $\alpha = 0.05$ ). This result confirms a positive relation indicating a statistical significance between “*management by roles*” and “*The effectiveness of service delivery to citizens*”. This result agrees with the study of Al-Shanty (2006) The impact of organizational climate on the performance of human resources that said there is a significant effect of management by roles on the performance of the organization.

It could be concluded from the last result that this positive relation is referred to the following points:

- There are clear and strict laws in the organization workflow control.
- There is a permanent review for these laws to conform to the nature of the work and the form of environmental changes.
- Their control department responsible for monitoring the implementation of these laws.

#### **4.3.3.1.3 Sub-Hypothesis Four Testing:**

**Hypothesis Four:** *There is a significant statistical correlation at level ( $\alpha = 0.05$ ) between the Technical competence of employees and the effectiveness of service delivery.*

This hypothesis was tested by applying the Pearson Correlation Coefficient test on the items of the second field “*Technical competence of employees*” and the items of the third part “*The effectiveness of service delivery*”.

**Table (4.17)**  
**The correlation coefficient between**  
**“Technical competence of employees” and “The effectiveness of service delivery”**

Field	Pearson correlation coefficient	P-value (sig.)
<b>Technical competence of employees</b>	0.330**	0.008

\*\* (Indicates Correlation Significance at  $\alpha = 0.01$ ).

Table (4.17) shows that the correlation coefficient between “*Technical competence of employees*” and “*The effectiveness of service delivery to citizens*” equals (0.330), and the p-value (sig.) equals (0.008) which is less than ( $\alpha = 0.05$ ). This result confirms a positive relation indicating a statistical significance between “*Technical competence of employees*” and “*The effectiveness of service delivery to citizens*”. This result agrees with the study of Al-Jazaery & Mohammed (2011) that said there is a significant effect of Technical competence of employees on the performance of the organization.

It could be concluded from the last result that this positive relation is referred to the following points:

- The employee has primary a keen interest to provide service in a proper way.
- The employee is committed to provide service in specified time.
- The employee has always a desire to help the citizens.

#### **4.3.3.1.3 Sub-Hypothesis Five Testing:**

**Hypothesis Five:** *There is a significant statistical correlation at level ( $\alpha = 0.05$ ) between the Misuse of Power absence and the effectiveness of service delivery.*

This hypothesis was tested by applying the Pearson Correlation Coefficient test on the items of the second field “*Misuse of Power absence*” and the items of the third part “*The effectiveness of service delivery*”.

**Table (4.18)**  
**The correlation coefficient between**

*“Misuse of Power absence” and “The effectiveness of service delivery”*

Field	Pearson correlation coefficient	P-value (sig.)
<b>Misuse of Power absence</b>	0.367**	0.003

\*\* (Indicates Correlation Significance at  $\alpha = 0.01$ )

Table (4.18) shows that the correlation coefficient between *“Misuse of Power absence”* and *“The effectiveness of service delivery to citizens”* equals (0.367), and the p-value (sig.) equals (0.003) which is less than ( $\alpha = 0.05$ ). This result confirms a positive relation indicating a statistical significance between *“Misuse of Power absence”* and *“The effectiveness of service delivery to citizens”*. This result agrees with the study of Al-Jazaery & Mohammed (2011) that said there is a significant effect of Technical competence of employees on the performance of the organization.

It could be concluded from the last result that this positive relation is referred to the following points:

- The organization considers citizens' interest as a top priority.
- The behavior of employees regarding their dealings with citizens is smart.

#### **4.3.3.1.3 Sub-Hypothesis Six Testing:**

**Hypothesis Six:** *There is a significant statistical correlation at level ( $\alpha = 0.05$ ) between the Formal and informal communications in the organization and the effectiveness of service delivery.*

This hypothesis was tested by applying the Pearson Correlation Coefficient test on the items of the second field *“Formal and informal communications in the organization”* and the items of the third part *“The effectiveness of service delivery”*.

**Table (4.19)**  
**The correlation coefficient between**

*“Formal and informal communications in the organization” and “The effectiveness of service delivery”*

Field	Pearson correlation coefficient	P-value (sig.)
<b>Formal and informal communications in the organization</b>	0.507**	0.000

\*\* (Indicates Correlation Significance at  $\alpha = 0.01$ )

Table (4.19) shows that the correlation coefficient between *“Formal and informal communications in the organization”* and *“The effectiveness of service delivery to citizens”* equals (0.367), and the p-value (sig.) equals (0.003) which is less than ( $\alpha = 0.05$ ). This result confirms a positive relation indicating a statistical significance between *“Formal and informal communications in the organization”*. This result agrees with the study of Tabash (2008) that said there is a significant effect of Formal and informal communications in the organization on the performance of the organization.

It could be concluded from the last result that this positive relation is referred to the following points:

- There is an easy coordination with other employees to accomplish works
- Employees depend on set of various communications to accomplish the tasks.
- The used communications systems in the ministry are evident.
- Communications inside the organization are going in every direction.

#### **4.3.3.1.11 Main Hypothesis One Testing:**

**Main Hypothesis One:** *There is a significant statistical correlation at level ( $\alpha = 0.05$ ) between the Elements of Bureaucracy and the effectiveness of service delivery.*

This hypothesis was tested by applying the Pearson Correlation Coefficient test on the fields of *“Elements of Bureaucracy”* and the third part *“the effectiveness of service delivery”*.

**Table (4.20)**  
**The correlation coefficient between**  
*“Elements of Bureaucracy” and “the effectiveness of service delivery”*

Field	Pearson correlation coefficient	P-value (sig.)
<b>Elements of Bureaucracy</b>	0.539**	0.000

\*\* (Indicates Correlation Significance at  $\alpha = 0.01$ )

Table (4.20) shows that the correlation coefficient between *“Elements of Bureaucracy”* and *“the effectiveness of service delivery”* equals (0.539), and the p-value (sig.) equals (0.000) which is less than ( $\alpha = 0.05$ ). This result confirms a positive relation indicating a statistical significance between *“Elements of Bureaucracy”* and *“the effectiveness of service delivery”*.

#### **4.3.3.2 Second Main Hypothesis Testing and testing its sub-hypothesis:**

In order to examine the second main hypothesis, the below described methodology was followed by setting a null hypothesis and an alternative one in an attempt to decide whether the null hypothesis could be rejected or not.

**Null Hypothesis:** There are no significant statistical differences at level ( $\alpha = 0.05$ ) among the respondents in their opinions about the impact of Bureaucracy on public service delivery in the Governmental Institutions in Gaza attributed to their characteristic factors like (qualification, specialty, age, job title, experience and the governmental institution they belong to).

**Alternative Hypothesis:** There are significant statistical differences at level ( $\alpha = 0.05$ ) among the respondents in their opinions about the impact of Bureaucracy on public service delivery in the Governmental Institutions in Gaza attributed to their characteristic factors like (qualification, specialty, age, job title, experience and the governmental institution they belong to).

If the sig. (p-value) was greater than the significance level at ( $\alpha = 0.05$ ), then we could not reject the null hypothesis and this implies that there are no significant statistical differences at level ( $\alpha = 0.05$ ) among the respondents in their opinions about the impact of Bureaucracy on public service delivery in the Governmental

Institutions in Gaza attributed to their characteristic factors. If the sig. (p-value) was less than or equaled the significance level at ( $\alpha = 0.05$ ), then we should reject the null hypothesis and accept the alternative one. This confirms that there are significant statistical differences at level ( $\alpha = 0.05$ ) among the respondents in their opinions about the impact of Bureaucracy on public service delivery in the Governmental Institutions in Gaza attributed to their characteristic factors. Indeed, the appropriate statistical test was used according to the nature of the sample characteristic. For example: Two-independent samples T Test was used to determine if there are significant statistical differences between the means of two groups of data like the respondents' gender (male and female). On the other side, One-Way ANOVA test was used in the case of three groups of data and more like the respondents' level of qualification (general secondary, diploma, bachelor and master.).

To test this hypothesis, the following sub-hypotheses were examined.

#### 4.3.3.2.4 Sub-Hypothesis One Testing:

**Sub-Hypothesis Four:** *There are no significant statistical differences at level ( $\alpha = 0.05$ ) among the respondents in their opinions about the study fields attributed to their age.*

This hypothesis was tested by applying One-Way ANOVA Test on the study fields to determine if there are significant statistical differences at level ( $\alpha = 0.05$ ) among the respondents in their opinions over the study fields attributed to age.

**Table (4.21)**  
One-Way ANOVA Test for testing the differences due to the age variable

No.	Field	Test Value (F)	P-value (sig.)	Mean			
				Less than 25	25_ less than 35	35_ less than 45	above 45 years
1	Clarity of Organizational Structure	1.659	0.186	6.40	6.57	7.61	6.63
2	Job specialization	2.486	0.069	5.12	5.55	6.60	6.47
3	Administrative by law	2.375	0.079	5.66	6.51	7.34	6.90
4	Technical competence of employees	2.883	0.043	5.96	7.20	7.07	7.28
5	Misuse of Power absence	0.674	0.572	6.07	6.58	6.31	6.75
6	Formal and informal communications in the organization	1.324	0.275	6.62	6.54	7.55	6.78
7	All Elements of Bureaucracy	1.987	0.126	5.97	6.50	7.08	6.80
8	the effectiveness of service delivery	0.585	0.627	6.34	6.33	6.33	6.88

(Differences Denote Significance at Level  $\alpha = 0.05$ )

Table (4.21) shows that the significance for the study fields: “*elements of bureaucracy (All Fields)*” and “*Effectiveness of service delivery*” is greater than the significance level at ( $\alpha = 0.05$ ). This result indicates that there are no differences among the respondents in their opinions over the study fields attributed to the age variable. According to this result we should accept the sub-hypothesis “*There are no significant statistical differences at level ( $\alpha = 0.05$ ) among the respondents in their opinions over the study fields attributed to their age*”. Moreover, we can conclude that the study sample individuals have a different vision over the study fields with regard

to their age, and this confirms that the age does influence the study sample opinions towards the study fields. This result agrees with the study of Taseen, Shuqdom. Suary & Elmasry (2011), where he has found out that there are no differences among the respondents' opinions attributed to the age in public administration field.

This result disagrees with the study of Jarad (2011), where he has found out that there are differences among the respondents' opinions attributed to the age in public administration field.

#### **4.3.3.2.2 Sub-Hypothesis Two Testing:**

**Sub-Hypothesis Two:** *There are no significant statistical differences at level ( $\alpha = 0.05$ ) among the respondents in their opinions about the study fields attributed to their qualification.*

This hypothesis was tested by applying One-Way ANOVA Test on the study fields to determine if there are significant statistical differences at level ( $\alpha = 0.05$ ) among the respondents in their opinions over the study fields attributed to the qualification level.

Table (4.22) shows that the significance of all study fields is greater than the significance level at ( $\alpha = 0.05$ ) except for the field “*effectiveness of service delivery*”.

In general, this result indicates that there are no differences among the respondents in their opinions over the study fields attributed to the qualification level. According to this result we can accept the sub-hypothesis “*There are no significant statistical differences at level ( $\alpha = 0.05$ ) among the respondents in their opinions over the study fields attributed to their qualification*”. This result agrees with the study of Al-Shanty (2006), where he has found out that there are no differences among the respondents' opinions attributed to the qualification level in public administration field. This result also agrees with the study of Al-Luh (2012), where he has found out that there are no differences among the respondents' opinions attributed to the qualification level in public administration field.

**Table (4.22)**  
**One-Way ANOVA Test for testing the differences due to the qualification level**

No.	Field	Test Value (F)	P-value (sig.)			
				Diploma	Bachelor	Master
1	Clarity of Organizational Structure	1.045	0.358	7.01	6.48	7.03
2	Job specialization	0.359	0.700	5.77	5.76	6.40
3	Administrative by law	0.381	0.685	6.69	6.44	7.00
4	Technical competence of employees	0.937	0.397	6.86	7.00	7.72
5	Misuse of Power absence	0.048	0.953	6.43	6.53	6.46
6	Formal and informal communications in the organization	1.993	0.145	7.01	6.44	7.60
7	All Elements of Bureaucracy	0.676	0.513	6.63	6.44	7.03
8	the effectiveness of service delivery	4.121	0.021	6.59	6.11	7.58

(Differences Denote Significance at Level  $\alpha = 0.05$ )

#### **4.3.3.2.5 Sub-Hypothesis Three Testing:**

**Sub-Hypothesis Three:** *There are no significant statistical differences at level ( $\alpha = 0.05$ ) among the respondents in their opinions about the study fields attributed to their experience.*

This hypothesis was tested by applying One-Way ANOVA Test on the study fields to determine if there are significant statistical differences at level ( $\alpha = 0.05$ ) among the respondents in their opinions over the study fields attributed to experience.

Table (4.23) shows that the significance for the study fields: “*elements of bureaucracy (All Fields)*” and “*Effectiveness of service delivery*” is greater than the significance level at ( $\alpha = 0.05$ ). This result indicates that there are no differences among the respondents in their opinions over the study fields attributed to the experience variable. According to this result we should accept the sub-hypothesis “*There are no significant statistical differences at level ( $\alpha = 0.05$ ) among the respondents in their opinions over the study fields attributed to their age*”. Moreover,

we can conclude that the study sample individuals have a different vision over the study fields with regard to their experience, and this confirms that the age does influence the study sample opinions towards the study fields. This result agrees with the study of Al-Shanty (2006), where he has found out that there are no differences among the respondents' opinions attributed to the experience in public administration field.

**Table (4.23)**  
**One-Way ANOVA Test for testing the differences due to experience**

No.	Field	Test Value (F)	P-value (sig.)	Mean			
				Below 2	2 to below6	6 to below10	10 and more
1	Clarity of Organizational Structure	0.340	0.797	6.58	6.62	7.01	6.60
2	Job specialization	1.074	0.367	5.97	5.36	6.22	5.79
3	Administrative by law	0.911	0.441	6.67	6.34	6.99	6.10
4	Technical competence of employees	1.561	0.208	7.17	6.97	7.25	6.15
5	Misuse of Power absence	2.194	0.098	6.67	6.25	6.90	5.76
6	Formal and informal communications in the organization	0.273	0.845	6.57	6.70	7.00	6.63
7	All Elements of Bureaucracy	1.144	0.339	6.60	6.37	6.89	6.17
8	the effectiveness of service delivery	1.573	0.205	6.63	6.01	6.75	6.36

(Differences Denote Significance at Level  $\alpha = 0.05$ )

#### 4.3.3.2.5 Sub-Hypothesis Four Testing:

**Sub-Hypothesis Four:** *There are no significant statistical differences at level ( $\alpha = 0.05$ ) among the respondents in their opinions about the study fields attributed to their job title.*

This hypothesis was tested by applying One-Way ANOVA Test on the study fields to determine if there are significant statistical differences at level ( $\alpha = 0.05$ ) among the respondents in their opinions over the study fields attributed to experience.

Table (4.24) shows that the significance for the study fields: “*elements of bureaucracy (All Fields)*” and “*Effectiveness of service delivery*” is greater than the significance level at ( $\alpha = 0.05$ ). This result indicates that there are no differences among the respondents in their opinions over the study fields attributed to the experience variable. According to this result we should accept the sub-hypothesis “*There are no significant statistical differences at level ( $\alpha = 0.05$ ) among the respondents in their opinions over the study fields attributed to their job title*”. Moreover, we can conclude that the study sample individuals have a different vision over the study fields with regard to their job title, and this confirms that the age does influence the study sample opinions towards the study fields. This result agrees with the study of Al-luh (2006), where he has found out that there are no differences among the respondents’ opinions attributed to the job title in public administration field. This result disagrees with the study of Ammar (2012), where he has found out that there are differences among the respondents’ opinions attributed to the job title in public administration field.

**Table (4.24)**  
**One-Way ANOVA Test for testing the differences due to job title**

No.	Field	Test Value (F)	P-value (sig.)	Mean				
				Director	Chief Department	Chief Branch	Specialized job	Technical job
1	Clarity of Organizational Structure	0.590	0.671	7.07	7.04	6.71	6.39	6.82
2	Job specialization	1.603	0.186	6.70	5.92	6.30	5.32	5.60
3	Administrative by law	0.774	0.547	7.20	6.66	6.82	6.22	6.57
4	Technical competence of employees	0.254	0.906	7.26	6.90	6.90	6.87	6.23
5	Misuse of Power absence	0.826	0.514	7.04	6.29	6.34	6.29	6.70
6	Formal and informal communications in the organization	0.311	0.869	6.60	6.91	7.07	6.55	7.00
7	All Elements of Bureaucracy	0.773	0.547	6.98	6.62	6.69	6.27	6.65
8	the effectiveness of service delivery	1.605	0.185	6.93	5.85	6.38	6.33	6.84

(Differences Denote Significance at Level  $\alpha = 0.05$ )

## **CHAPTER (5)**

### **CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 Introduction**

#### **5.2 Conclusions**

##### **5.2.1 Elements of Bureaucracy**

##### **5.2.2 Effectiveness of Service Delivery**

##### **5.2.3 Correlations between the study fields:**

##### **5.2.4 Differences among the study respondents' opinions:**

#### **6.3 Recommendations**

## **5.1 Introduction:**

This chapter includes the most important conclusions which have addressed the impact of bureaucracy on public service delivery in the Governmental Institutions in Gaza. In addition, this chapter shows the proposed most important recommendations which may enhance the effectiveness of public service delivery in the Palestinian Governmental Institutions.

## **5.2 Conclusions:**

### **5.2.1 Elements of Bureaucracy**

The study revealed that the level of the overall fields of bureaucracy was approximately (65.60%). On the other hand, there were clear weaknesses in some fields like: job specification:

- The study revealed that the level of Clarity of Organizational Structure field was (66.30%).
- The study revealed that the level of Job specialization field was (66.30%).
- The study revealed that the level of Management by roles field was (66.30%).
- The study revealed that the level of Technical competence of employee's field was (66.30%).
- The study revealed that the level of Misuse of Power absence field was (66.30%).
- The study revealed that the level of Formal and informal communications in the organization field was (66.30%).

### **5.2.2 Effectiveness of Service Delivery**

The study revealed that the level of the effectiveness of service delivery in the Governmental Institutions in Gaza was (70.90%).

### **5.2.3 Correlations between the study fields:**

- There is a significant statistical correlation at level ( $\alpha = 0.05$ ) between the fields of bureaucracy and the effectiveness of service delivery in the Governmental Institutions in Gaza.

#### **5.2.4 Differences among the study respondents' opinions:**

- There are no significant statistical differences at level ( $\alpha = 0.05$ ) among the respondents in their opinions about the study fields attributed to, age, level of qualification, specialization and the experience.

#### **5.3 Recommendations:**

- Palestinian Government is advised to establish a written service delivery policy to develop the relationship with citizens.
- Palestinian Government should enhance those departments that have a direct contact with citizens and involve them in developing its strategies.
- Palestinian Government should reconsider the series of procedures for service delivery operations to become more easily and less complicate .
- Palestinian Government should conduct periodic review on the needs and desires of citizens.
- The implementation of effective service delivery should be reviewed independently on regular basis in order to provide assurance that organizational practices properly reflect the policy, and that it is feasible and effective.
- Palestinian Government should establish a cross-functional forum of management representatives from relevant parts of the institution to coordinate the implementation of effective service delivery.
- Palestinian Government should apply mechanisms to enable the evaluating and controlling the kinds and costs of service delivery incidents and the potential damage.
- All employees of the institution should receive appropriate training of effective service delivery.
- Staff should be informed on the latest updates on the policies and procedures of an institution service delivery.
- Palestinian Government should establish a formal reporting procedure or guideline for users, to report service delivery weakness in, or threats to, systems or services.

- Palestinian Government is advised to exert more efforts towards the Job specialization field.
- Audit logs should be maintained for any change made to the operating programs.

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**APPENDIX (A)**  
**Questionnaire Arbitrators**

No.	Name	Description
1.	Eng. Alaa Edeen Hassan	Council of Ministers
2.	Dr. Sami Abou-Al-Ross	Islamic University of Gaza
3.	Dr. Samir Safi	Islamic University of Gaza
4.	Dr. Fares Abu Mamer	Islamic University of Gaza
5.	Dr. Mohammed Al Shurafa	Islamic University of Gaza
6.	Dr. Wael Al Daya	Islamic University of Gaza
7.	Dr. Akram Samur	Islamic University of Gaza
8.	Dr. NEHAYA AL Telbany	Al Azhar University
9.	Dr. Mohammed Fares	Al Azhar University
10.	Dr. Wael Thabit	Al Azhar University
11.	Dr. Wafeeq Al Agha	Al Azhar University
12.	Dr. Yaser Al Shareef	Al Azhar University

**APPENDIX (B)**  
**English Questionnaire**

**The Islamic University of Gaza**  
**Deanship of Graduate Studies**  
**Faculty of Commerce**  
**Department of Business Administration**



**Questioner**

**Dear Respondent/.....**

The researcher has conducted a study titled ‘/ **THE IMPACT OF BUREAUCRACY ON PUBLIC SERVICE DELIVERY FROM THE PUBLIC SERVANT PERSPECTIVE**” .

Bureaucratic is a concept in sociology and political science refers to law enforcement in organized community, based on standardized procedure and division of responsibility hierarchy and personal relationships.

For this purpose , the researcher prepared this questionnaire to obtain the necessary information and data as well, the questionnaire includes six sections apportioned into the following (Clarity of Organizational Structure, Job Specialization, Administrative by Law , Technical Competence of Employees, Misuse of Power Absence, Formal and Informal Communications in the Organization ).

Each section contains set of paragraphs , I kindly ask you to fill out the present questionnaire with neutrality and accuracy , your cooperation will be a the reason behind the success of this study to develop mechanism of providing services to citizens, it worth to know that the information gathered in the questionnaire will be used for scientific research purposes only.

We thank you for your contribution

**Researcher**

**Saeed Ziad Abdelmonem**

**First Section : General information :**

**1. Age :**

- above 45 years       35\_ less than 45       25\_less than 35       Less than 25

**2. Qualifications:**

- Phd                       Master                       Bachelor                       Diploma or less

**3. Years of Experiences :**

- More than 10 years      6 – less than 10      2- less than 6       Less than 2 years

**4. Job Title :**

- Director-General ( or in charge )  
 Department director / Unit ( or in charge )  
Head of Department ( or in charge )  
 Head of division ( or in charge )  
Specialized job ( Engineer , programmer , project coordinator ,Legal researcher ,  
administrative, accountant , administrative assistant, secretary ... )  
 Technical job.

## Second section: Elements of Bureaucracy

Responses from (10) to (1) , where (10) indicates the highest extent of accuracy while ( 1 ) the lowest one .

No.	Statement	(1-10)
<b>First Element : Clarity of Organizational Structure</b>		
	There is a clear follow-able organizational structure.	
	The organization has a clear organizational structure Accredited by the competent authorities	
	The organizational structure complies with the general objectives of the organization.	
	The organizational structure of the organization complies with it's kind and tasks of organization works .	
	The organizational structure facilitates getting the work done .	
	The lines of authority superiors and subordinates are obvious .	
	Files procedures are obvious .	
<b>Second Element : , Job specialization</b>		
	There are overlaps among organization units .	
	Employees qualifications in the ministry are compatible with their job .	
	There are defines of specialties and authorities for the employee in the organization	
	Employees qualifications match job description in the organizational structure	
	Numbers of employees in the organization is sufficient to perform the different Jobs	
	It takes short time to get files done in the organization	
	Files and procedures in the organization are achieved in easy and simplified way .	
	The employee knows how to achieve work procedure in detail	
	The employee believes that his authorities complies with his responsibilities .	
<b>Third Element : management by roles</b>		
	There are obvious laws and regulations control work progress in the organization.	
	Employees have the necessary legal authority to take work-related decisions .	
	Employees have commitment and adherence to the laws and regulations of work	
	Employees are committed to execute transactions without any predilection.	
	There is a periodic review of work laws to fit societal changes	
	Work laws were oriented and explained to employees before practicing it.	
	There are unity and agreement among law vocabularies .	
	Employee holds accountable for non-adherence to implement law work.	
	Preparing plans and programs according to provision of law in force.	
	Employees have an understanding to regulations and laws .	
	There is high transparency in solving problems.	
	Samples and documents of transition procedures are available	
<b>Fourth Element : Technical competence of employees,</b>		
	The employee is highly clean and looks with good appearance .	
	The employee has primary a keen interest to provide service in a proper way.	
	The employee is committed to provide service in specified time .	
	The employee has always a desire to help the citizens	
	The employee faces a lot of troubles when he deals with the citizens	
	The employee has sufficient information to answer citizens questions and inquires .	

	The employee exerts great efforts to achieve works in a correct way.	
	The employee feels that other employees understand citizens' demands easily.	
	Complaints Department receives many files from citizens	
	The employee feels that he knows his role in the organization accurately.	
<b>Fifth Element : Misuse of Power absence</b>		
	The organization considers citizens' interest as a top priority	
	The behavior of employees regarding their dealings with citizens is smart .	
	The citizen feels unfair and injustice	
	The employee perform his assigned tasks neutrally.	
	Employees deal with citizens with an obvious favoritism.	
	All administrative decision are implemented on citizens without any exception	
	Performing work and fulfillment of employee needs depend on personal relationships .	
<b>Sixth Element : Formal and informal communications in the organization</b>		
	There is an easy coordination with other employees to accomplish works	
	Employees depend on set of various communications to accomplish the tasks .	
	The used communications systems in the ministry are evident	
	Communications inside the organization are going in every direction.	
	The administration relies on using modern communication means .	
	citizens are able to raise inquiries to the organization in different remotely ways	
	The organization is characterized with quickly responding on citizens correspondences and deal with their various demands .	
	Citizens' access to intended offices to get their transaction done is easy.	
	the relations between departments are specific and obvious for all through written laws and regulations	

### Third Section : : The effectiveness of service delivery

No.	Statement	(1-10 )
<b>The effectiveness of service delivery to citizens</b>		
	The organization provide a high quality service.	
	The duration of providing service is too long .	
	The employee exert great efforts in the process of providing service to citizens,	
	The citizen exert great efforts to get the service .	
	The service is rather expensive.	
	The organization provide service to the citizens correctly from the first time.	
	the organization stand responsible for any mistake during the process of providing the service.	
	The organization is equipped with waiting seats for citizens.	
	Signboards are available in the organization to indicate the right place of providing service.	
	Citizens wait for long time to get the service .	
	Employee behavior roots trust in the mind of citizens	

APPENDIX (C)  
Arabic Questionnaire



الجامعة الإسلامية بغزة  
عمادة الدراسات العليا  
كلية التجارة  
قسم ادارة الأعمال

طلب تعبئة استبيان

السلام عليكم ورحمة الله وبركاته،،،

الموضوع/ أثر البيروقراطية على تقديم الخدمة للمواطنين من وجهة نظر موظفي  
القطاع العام

يقوم الباحث بدراسة بعنوان " أثر البيروقراطية على تقديم الخدمة للمواطنين من وجهة نظر موظفي القطاع العام ".

حيث أن البيروقراطية مفهوم يستخدم في علم الاجتماع والعلوم السياسية يشير إلى تطبيق القوانين بالقوة في المجتمعات المنظمة. وتعتمد هذه الأنظمة على الإجراءات الموحدة وتوزيع المسؤوليات بطريقة هرمية والعلاقات الشخصية.

ولهذا الغرض قام الباحث ببناء هذه الاستبانة للحصول على المعلومات والبيانات اللازمة لذلك، وتشمل الاستبانة ستة عوامل وهي (وضوح الهيكل التنظيمي، التخصص في الوظائف، الادارة بالقوانين، الكفاءة الفنية للموظفين، ، غياب سوء استخدام السلطة، الاتصالات الرسمية وغير الرسمية في المؤسسة).

ويتضمن كل عامل مجموعة من الفقرات، فأرجو منكم التكرم بتعبئة هذه الاستبانة آملاً توشي الدقة والموضوعية، إن تعاونك سيكون سبباً في نجاح هذا البحث وتطوير آليات وسبل تقديم الخدمة للمواطنين، علماً بأن المعلومات الواردة في هذه الاستبانة ستستخدم لأغراض البحث العلمي فقط.

شاكرين لكم حسن استجابتكم وتعاونكم معنا

الباحث

سعيد زياد عبد المنعم

القسم الاول: معلومات عامة:

1. العمر:

- أقل من 25 سنة     25 – أقل من 35     35 – أقل من 45     45 سنة فما فوق

2. المؤهل العملي:

- دبلوم فأقل     بكالوريوس     ماجستير     دكتوراه

3. سنوات الخبرة:

- أقل من 2 سنوات     2 – أقل من 6     6 – أقل من 10     10 سنوات فأكثر

4. المسمى الوظيفي:

- مدير عام (أو مكلف)  
 مدير دائرة / وحدة (أو مكلف)  
 رئيس قسم (أو مكلف)  
 رئيس شعبة (أو مكلف)  
 وظيفة تخصصية (مهندس، مبرمج، باحث قانوني، منسق مشروع، إداري، محاسب، مساعد إداري، سكرتير، ...)  
 وظيفة فنية

## القسم الثاني: عناصر البيروقراطية

الدرجة من (10) وحتى (1)، حيث أن الدرجة (10) تمثل الموافقة الكبيرة جداً، والدرجة (1) تمثل الموافقة الصغيرة جداً.

م.م	البند	التقييم (1-10)
<b>العنصر الاول: وضوح الهيكل التنظيمي</b>		
1.	يوجد هيكل تنظيمي واضح للمؤسسة يمكن تتبعه.	
2.	يوجد للمؤسسة هيكلية واضحة معتمدة من الجهات المختصة.	
3.	يتوافق الهيكل التنظيمي للمؤسسة مع الأهداف العامة للمؤسسة.	
4.	يتوافق الهيكل التنظيمي للمؤسسة مع طبيعة ومهام عمل المؤسسة.	
5.	يساعد الهيكل التنظيمي للمؤسسة على سرعة إنجاز العمل.	
6.	خطوط السلطة للرؤساء والمرؤوسين واضحة.	
7.	تتصف إجراءات سير المعاملات بالوضوح.	
<b>العنصر الثاني: التخصص في الوظائف</b>		
1.	يوجد تداخل في التخصصات بين الوحدات التنظيمية المختلفة بالمؤسسة.	
2.	تتناسب تخصصات الموظفين في الوزارة مع طبيعة عملهم.	
3.	يوجد تحديد للاختصاصات والصلاحيات للموظفين في المؤسسة.	
4.	يطابق المؤهل العلمي للموظفين للوصف الوظيفي المعتمد في الهيكلية.	
5.	يكفي عدد الموظفين في المؤسسة ممارسة الوظائف المختلفة.	
6.	يستغرق إنجاز الإجراءات والمعاملات في المنشأة فترة قصيرة.	
7.	يتم إنجاز المعاملات والإجراءات في المنشأة بشكل سهل ومبسط.	
8.	يعلم الموظف كيفية إنجاز الإجراء بالتفصيل.	
9.	يعتقد الموظف بأن صلاحياته تتناسب مع مسؤولياته.	
<b>العنصر الثالث: الإدارة بالقوانين</b>		
1.	يوجد قوانين وأنظمة واضحة تحكم سير العمل في المؤسسة.	
2.	يمتلك العاملون الصلاحيات القانونية اللازمة لاتخاذ القرارات المتعلقة بالعمل.	
3.	يوجد التزام وتقييد بأنظمة وقوانين العمل لدى العاملين.	
4.	يلتزم الموظفون بتنفيذ المعاملات دون تمييز.	
5.	ترجع القوانين بطريقة دورية للمواءمة مع التغيرات المجتمعية.	
6.	يتم تقديم القوانين وشرحها للموظفين قبل الشروع في تطبيقها.	
7.	يوجد انسجام وتوافق بين مفردات القوانين.	
8.	يتم المساءلة والمحاسبة في حال عدم الالتزام بتطبيق أنظمة وقوانين العمل.	
9.	يتم إعداد الخطط والبرامج طبقاً لنصوص الأنظمة والقوانين المعمول بها.	
10.	يوجد فهم ودراية لدى الموظفين بطبيعة الأنظمة والقوانين.	
11.	يوجد شفافية عالية في حل المشاكل.	

12.	تتوافر النماذج والوثائق الخاصة بسير المعاملة.
العنصر الرابع: الكفاءة الفنية للموظفين	
1.	يبدو الموظف على درجة عالية من النظافة وحسن المظهر.
2.	يحرص الموظف على تقديم الخدمة بالشكل الصحيح في المقام الأول.
3.	يلتزم الموظف بالتوقيتات المحددة لتقديم الخدمة.
4.	يرغب الموظف دوماً بتقديم المساعدة للمواطنين.
5.	يواجه الموظف العديد من المشكلات عند تعامله مع المواطنين.
6.	يمتلك الموظف المعرفة الكافية للإجابة عن أسئلة المواطنين واستفساراتهم.
7.	يبدل الموظف الجهد الكافي لإنجاز الأعمال بطريقة صحيحة.
8.	يشعر الموظف أن الموظفين يفهمون طلب المواطن بسهولة.
9.	تتلقى دائرة الشكاوى العديد من التظلمات من المواطنين.
10.	يشعر الموظف بأنه يعلم بدقة ووضوح الدور المطلوب مني أدائه في المؤسسة.
العنصر الخامس: غياب سوء استخدام السلطة	
1.	تضع المؤسسة المصلحة العليا للمواطن في صلب اهتمامها.
2.	يتسم سلوك الموظفين باللباقة في تعاملهم مع المواطنين.
3.	يشعر المواطن بالظلم وغياب العدالة.
4.	يقوم الموظف بأداء المهام الموكلة إليه بموضوعية.
5.	يوجد محاباة وتمييز واضح من قبل الموظفين في التعامل مع المواطنين.
6.	يتم تطبيق كل القرارات الإدارية على كل المواطنين بدون استثناء.
7.	يعتمد أداء العمل وتلبية احتياجات الموظفين على العلاقات الشخصية.
العنصر السادس: الاتصالات الرسمية وغير الرسمية في المؤسسة	
1.	يتم التنسيق مع الموظفين الآخرين بسهولة لإنجاز العمل.
2.	يعتمد الموظفون على مجموعة متنوعة من الاتصالات لإنجاز المهام.
3.	تتسم نظم الاتصالات المستخدمة في الوزارة بالوضوح.
4.	تسير الاتصالات داخل المؤسسة في كل الاتجاهات.
5.	تعتمد الإدارة على استخدام وسائل حديثة للاتصال.
6.	توفر المؤسسة للمواطنين امكانية الاستفسار عن بعد بوسائل مختلفة.
7.	تتصف المؤسسة بسرعة الرد على المراسلات والنظر في طلبات المواطنين المختلفة.
8.	يسهل وصول المواطنين إلى المكاتب المقصودة لإنجاز المعاملة.
9.	تعتبر العلاقات بين الإدارات والأقسام الأخرى واضحة ومحددة للجميع من خلال أنظمة ولوائح مكتوبة.

القسم الثالث: فاعلية تقديم الخدمة

م.	البند	التقييم (1-10)
<b>فاعلية تقديم الخدمة للمواطنين</b>		
1.	تعتبر الخدمة المقدمة من المؤسسة عالية الجودة.	
2.	يستغرق تقديم الخدمة وقتاً طويلاً.	
3.	يبذل الموظف جهداً كبيراً في عملية تقديم الخدمة للمواطن.	
4.	يبذل المواطن جهداً كبيراً للحصول على الخدمة.	
5.	تعتبر الخدمة المقدمة مكلفة نوعاً ما.	
6.	تقدم المؤسسة الخدمات للمواطن بشكل صحيح من أول مرة.	
7.	تتحمل المؤسسة مسؤولية وتكاليف أي أخطاء تحدث خلال عملية تقديم الخدمة.	
8.	توفر المؤسسة أماكن انتظار للمواطنين.	
9.	تتوافر لوحات إرشادية دالة إلى أماكن تقديم الخدمة.	
10.	ينتظر المواطن وقتاً طويلاً للحصول على الخدمة.	
11.	يغرس سلوك الموظف الثقة في نفوس المواطنين.	

انتهى ...